We are very pleased to welcome you to the 4th edition of the Guidelines for Managers of Volunteer Services. We have reviewed the 3rd edition and amended this version to reflect the current best thinking when it comes to managing a team of volunteers.

The involvement of volunteers in hospice services means we are able to achieve our mission of supporting people to live every moment. People who give their time to hospice are a very precious resource; they need to be the right people in the right roles, supported to do the right thing at the right time – here is an example of that;

*I think of the people staying at Cranford as guests and my role is to look after them as I would a visitor to my home.*

Arthur (not his real name) didn’t have a single flower in his room. “Do you like flowers?” I asked him, with a view to picking him a posy from Cranford’s garden where an abundance of roses bloomed. He replied that he had once had a huge garden full of roses. “Come and pick some roses from our garden,” I invited him. Armed with secateurs, Arthur sat in a wheelchair while I pushed him around the garden, stopping for him to admire every rose and cut a stem from each. By the time we returned indoors Arthur had a lap full of roses.

*We returned to the flower room where he chose a selection of vases and arranged three glorious bouquets of roses, which we displayed around his room. I am not sure who gained the most pleasure from this garden excursion, me or Arthur, but I feel privileged to have a small role in making Cranford a home away from home for our guests.*

*Cranford Hospice, Hawkes Bay, Volunteer.*

Volunteering does not happen in isolation, volunteers and those that manage them are a critical part of the hospice organisation, but everyone needs to be engaged with what volunteers do and how they are being supported. We also encourage you to read the Hospice NZ Standards for palliative care, Hospice NZ, 2012 and Volunteering New Zealand Best Practice Guidelines, Volunteering NZ, 2012 for organisational practices that guide and support hospice volunteer services.

The purpose of these guidelines is to offer an outline of volunteer management processes, to be used by people who are responsible for recruitment, training and retaining people giving their time to hospice. As well as focusing on what a volunteer needs to have a meaningful experience working for hospice, it is also critical that the MVS has sufficient resources to effectively do their job, hopefully these guidelines act as one of the resources.

We would like to thank the hospice managers of volunteer services who have given their time and input into this resource, also thanks to Sue Hine for her expertise leading the content review of this edition. With thanks to Ivoclar Vivadent for financially supporting the review and development of this resource.

Warm regards,

Mary Schumacher

Chief Executive Hospice NZ

*Guidelines for Managers of Volunteer Services*
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ONE: What is hospice?

Hospices provide care and support to people living with a life limiting condition and their families and caregivers.

There are 29 hospice services throughout the country all providing a range of services depending on the needs of their local community.

During 2012 the hospice services throughout the country provided care and support for more than 14,400 people living with a life limiting condition.

Hospice is a philosophy of care, not a building – most people are cared for in the community – in 2012 hospice staff made more than 140,000 visits to people in their homes.

As an organisation we are firmly grounded in the community, with over 13,000 people volunteering over 840,000 hours of their time for hospice during 2012.

The goal of hospice is to support people with a life limiting condition to live every moment in whatever way is important to them, their family, and whanau.

The concept of care encompasses the whole person, not just their physical needs but also their emotional, spiritual and social needs too. This care extends beyond the person who is unwell to include their family, whanau with support available both before and after a death. Irrespective of where a person lives, this philosophy of care does not change and everything provided is free of charge.

The majority of hospices have inpatient facilities where people go for respite, symptom and pain management or during their last days – but in fact the majority of people are cared for in their homes in the community.

As an essential health service provider, hospices receive the majority of funding from Government but financial support from the community is essential to meet the shortfall – in 2013 that total is around $35M nationally.

We believe that hospice care should be available to anyone who needs it, helping people make the most of every moment, in whatever way works for them.
TWO: Volunteering for hospice

The main function of volunteers is service enhancement. That is, volunteers add value to and complement the work of paid staff and the experience of patients and families. The following points highlight the way hospices can benefit from volunteer services.

**Hospice philosophy** – a philosophy which includes the patients’ families and friends lends itself well to volunteer involvement.

**Complementary roles** – hospice volunteers can be the helping link between professional staff and patients and family. The roles of volunteer and health professional are complementary but need to be clearly specified and understood.

**Community involvement** – volunteers can help patients and families retain connections with their wider community, a sense of ‘normalcy’ in what might be less than ‘normal’ conditions. This point links with the hospice philosophy which affirms life.

**Flexibility** – a volunteer is often able to provide more flexible support, especially in terms of work hours.

**Advocacy** – the role of volunteers as ‘ambassadors-at-large’ cannot be underestimated. Volunteers can be advocates in promoting services within their communities and social networks, thus helping to demystify the nature of hospice services.

People volunteer their time to support hospice services for a variety of reasons. They might have benefited from hospice services in the past; they might want to acquire job experience and skills; to become part of a group; to remain active, to make friends; to have other interests; to be a responsible member of the community. Understanding these different motivations is important in assigning volunteers to appropriate roles.

**Useful websites and resources**
- **Sport New Zealand** – Use the search function to find *Finding and Keeping Volunteers – what the research tells us* (2006)
- **Community Resource Kit:** *Guidance for people setting up and running community organisations* (2006) Department of Internal Affairs and Ministry of Social Development, Section 5 (p9–11)
- A Code of Practice for Volunteers and/or Rights and Responsibilities Charter

**Other chapters relevant to this topic**
Chapter 6 – Risk management

**Document templates that may be helpful**
- Rights and Responsibilities Charter
- A Volunteer Service Description

“(Volunteers) have the option to focus intensively on a particular issue or client, or to actively seek work that is interesting and enjoyable to them – even to the exclusion of extraneous tasks. Volunteers can specialise, even if they “only” serve for two hours a week. This is a luxury of focus, of concentration, and time rarely justifiable for employees. Volunteers can actually be recruited specifically to provide individualised attention to one task”.

THREE: The manager of volunteer services

The headings of management, leadership and administration are designed to indicate the primary elements of managing volunteers. In practice there is overlap and interaction between all three.

**Management**

**Programme planning and development**
- What needs are to be met by the volunteer programme/s?
- What are the skills required to meet these needs?
- Identify and define volunteer roles and establish job descriptions
- All of these undertaken in consultation with paid staff

**Policy development and maintenance**
- Ensure hospice policies include reference to volunteers, and that volunteers have been informed about them, preferably during training
- Regular updating to ensure ongoing relevance

**Procedures**
- Recruitment
- Selection / screening
- Training
- Placement
- Monitoring volunteer work
- Evaluation of volunteer programme and volunteer satisfaction
Administration

Documentation and data management
- Volunteer personal information and work activities
- Communication
- Contribution to programme evaluation
- Organisational reports as required

Budget/resource management
Not all MVSs will have direct control of a budget, but keeping track of funding can be an additional responsibility. The overall budget for the volunteer programme takes account of:
- MVS salary
- Costs of education and training courses (including gifts for speakers)
- Travel allowance and other expense claims from volunteers
- Photocopying and postage / telephone calls and faxes (and other overheads)
- Refreshments
- Name badges
- Awards and certificates and other means of volunteer recognition
- Special functions and events
- Other materials (e.g. biographer equipment)
These expenses can be balanced against the imputed value of volunteer time and expertise.

Risk management
- Health & safety
- Emergency procedures
- Insurance

Leadership and people skills

Values and valuing volunteers
- Understand the range of reasons in volunteering
- Understand how values are expressed in behaviour
- Demonstrate daily support for volunteers and appreciation of their work
- Plan and implement programme for appreciating volunteer contributions to the organisation

Communication
- Formal / informal – clear pathways
- Printed / email newsletters, to keep volunteers informed about organisation activities and developments
- Website and social media development for recruitment and communication

Promotion and networking
- Be an articulate advocate for volunteers and volunteerism within the hospice organisation
- Network with other agencies in the community to share and make best use of resources
- Public relations: be aware of the impact of the hospice volunteer service within the community
FOUR: Volunteer roles

Volunteer positions need to:
• Form an integral part of the programme
• Reflect hospice philosophy
• Complement or enhance, but not replace the work of paid personnel
• Involve hospice staff in the development of volunteer roles

The capacity for volunteer roles in hospice services is almost limitless. Principal areas of work are:
• Governance
• Patient and family services (inpatient and in the community)
• Fundraising
• Second hand retail shop staff
• Ancillary services – housekeeping and food services, gardening and maintenance, clerical support

All of these areas can expand as far as volunteer resources, patient and family needs and hospice requirements need to go.

Some volunteer positions may offer services requiring formal qualifications e.g. aromatherapy, massage, and bereavement support. It is useful to clarify boundaries between the practitioner’s volunteer work and their own paid job or practice with the input and direction of hospice clinical staff.

Volunteer job descriptions
Job descriptions are important to inform the volunteer what is expected of them and what tasks they will undertake. A formal job description also indicates the organisation’s respect for the volunteer role and status. Job descriptions include:

Specific information
• Job title – indicating the intention of the job
• To whom responsible, e.g. MVS, or to the Manager of the Service Unit to which the volunteer is assigned
• General description or purpose of the job
• Location
• Time involvement – hours per week, time frame of the programme or similar details
• Skills or qualifications and training required
• Desired personal attributes

Objectives and outcomes
• Easily understood, specific, practical and attainable objectives of the programme and job (no more than 3 or 4) and outcomes desired

Key tasks
• List of key tasks to accomplish the desired results

Functional relationships
• An indication of others (people or programmes) that must be consulted or cooperated with, including the MVS

Job descriptions may be signed by both parties (hospice and volunteer). They should be reviewed annually.

Document templates you might find helpful
Volunteer role description
FIVE: The recruitment process

Key recommendations for volunteer recruitment

Go ask them: Word of mouth from volunteers, and shoulder tapping have been found to be the most successful methods of recruitment. Be specific about volunteer position(s); use specific recruitment programmes for specific jobs – instead of a blanket approach: “we need / want volunteers”.

Use social media: An inviting Facebook promo is likely to attract more attention than a small ad in a community newspaper.

Website: A dedicated page for volunteers on the Hospice website is even more useful. Include details of the programme, online application forms, job descriptions, and most important – MVS name and contact details.

Respond to every phone call and online query. Research has shown that 30% of prospective volunteer queries go unanswered – not a good look for any organisation.

Get creative: Matching newly recruited volunteers with existing roles is relatively straightforward, but taking advantage of potential volunteers presenting with new ideas and skills can be more challenging, and also an opportunity.

Options or points to consider:
- How might these skills be of use to hospice?
- Does the volunteer have expectations or suggestions for putting their skills to use?
- A useful question to ask staff is “How could a volunteer enhance or extend the work you do?”
- Are there any projects that would suit this volunteer applicant (e.g. audits of existing programmes, evaluations, pilot programmes etc)?

Be inclusive, to ensure volunteer diversity.

Corporate volunteering: Businesses houses are often keen to demonstrate corporate social responsibility, either in the form of team volunteering or an annual ‘day-release’ for individuals. This enthusiasm may be managed through the fundraising team, or the local volunteer centre will assist in matching organisation needs with a corporate group seeking a volunteer project.

Requests from staff for volunteer services should be carefully screened and evaluated. “Help, we need a volunteer for xxx, asap” is a plea that needs to be considered in terms of the appropriateness of that volunteer role, remembering that essential patient support services should not rely entirely on volunteers. Sometimes a call for urgency may well be an appropriate and rewarding use of volunteer time.

Do not:
- Pressure people to volunteer – reluctant volunteers are short term volunteers
- Mislead people about time or work commitments – overworked and also underutilised volunteers soon find reasons for leaving
Examples

A volunteer emailed us from Portugal. She was looking to live in our area for part of each year. She was looking for a volunteer role for her first three months whilst checking out businesses etc. After consulting the hospice team, I set her up in a one off project, doing a “lay person’s perspective” review of our library resources. She now helps to coordinate our Trees of Remembrance programme from Portugal and volunteers in person from November until around Jan/Feb each year.

We were approached by the cluster manager of some service stations seeking volunteer work for the service station staff. After consulting with the hospice team, we put together a programme of possible jobs including sanding/staining outdoor chairs and doing some spring cleaning in the IPU. Now if a one off job for a group of volunteers comes up, we can approach the service stations again for assistance.

Useful websites and resources
Regional Volunteer Centres in NZ

Customer Service

Other chapters relevant to this topic
Chapter 5A – Volunteer diversity

FIVE A. Volunteer diversity

Hospices, no less than other community organisations, need to be responsive to Treaty of Waitangi obligations, and to ensure their volunteer programmes are inclusive, recognising the diversity of our communities, and the patients and families accessing services. There are many different skills and talents that will be lost if consideration is not given to all sectors of the community, including disabled people and different ethnic groups. One size fits all does not apply to recruiting volunteers.

Being inclusive may extend to offering reimbursement of expenses, particularly a travel allowance, so that low-income people are not disadvantaged in their volunteering.

In addition, and no less important, are the different cultural perspectives and practices on death and dying.

Hospice volunteer training programmes should include:
• Awareness of the significance of the Treaty of Waitangi, local iwi history, Maori/Pakeha relationships and Maori perspectives on death and dying
• Awareness of Pakeha cultural beliefs is also important, for understanding their impact on hospice services
• Information about cultural practices of other ethnic groups, their beliefs and processes on death and dying

Useful websites and resources
Human Rights Commission

Report on a research project that offers an excellent introduction to Māori concepts of volunteering, distinguished from mainstream perspectives.

Guide to Ethnic Groups in New Zealand (2005) Bell, Daphne. Penguin. This publication gives brief relevant information about 38 different cultural groups represented in NZ plus five main religions.

**Document templates that might be helpful**
Volunteer request form

**FIVE B. The application process**

An example of a volunteer application process is outlined below:

1. Volunteer applicant submits a completed application form
2. Contact volunteer by phone or letter to acknowledge receipt
3. Send out further information if required
4. Explain what happens next in terms of interview/screening, acceptance or rejection, and the required commitment for orientation and training
5. Arrange interview appointment

**Helpful tips**
A phone conversation can give valuable insight to the volunteer’s suitability for a patient role, or alternatively, an opportunity to direct them to other areas.

Gaining an understanding of a person’s needs prior to the interview helps to understand potential placement and their particular interests in volunteering.

It is worth following up ALL volunteer inquiries regardless of the organisation’s needs/vacancies. Finding out more about volunteer attributes and skills could bring new talents and services to the organisation.

Keep in mind that your contact with the potential volunteer may be the first contact they have had with hospice and making a positive impression is important (regardless of whether they are a suitable volunteer or not).

Indication of time commitment can change between application and the offer of a volunteer assignment.

Referees should not be immediate family members.

A signature should be required confirming correct information and agreement to hospice requirements for training and adherence to hospice policies.

An emergency contact.

**Document templates that might be helpful**
Application form
FIVE C. Conducting interviews

Purpose
To gain information about the volunteer on the following criteria:
• Motivation
• Abilities and skills
• Experience in related work
• Affiliations in the community
• Personality
• Physical capacity and emotional maturity
• Attitudes and feelings towards the position
• Willingness to accept the responsibilities the role requires
• Organisational “fit” with the hospice (aligned values etc)

To give the volunteer specific information:
• Outline of the role
• Place in the overall hospice volunteer programme
• Specific duties and skills
• Special training
• Time requirements
• Basic introduction to hospice philosophy and overview of local hospice organisational structure and services
• Help them to determine if they are a good “fit” with the hospice

Preparation for the interview
Be prepared to be flexible about the time and (sometimes) the venue of interviews, especially with applicants who may need a time outside business hours.

Ensure the applicant knows where to come, who will be interviewing them, what will be expected of them and how long the interview will take.

Be familiar with the volunteer role and skills required.

Review and consider whatever information is available about the volunteer applicant.

Prepare an interview structure in advance. During the interview is not the best time to be planning the direction and/or what to say next. Use the same questions for each role requiring the same competencies to maintain consistency. Where possible use behavioural based questions, asking for examples of things they have done previously as this is the best predictor of how they will behave in the future.

Make arrangements for a suitable interview room that is comfortable and free from interruptions.

Interview structure
• Welcoming remarks and building rapport
• Key open ended questions
• Give the volunteer the opportunity to ask questions at the end of the interview
• End the interview, either indicating when a decision will be made or if this decision is made immediately, then moving on to follow up acceptance information
Skills/questions
The way questions are asked, and gaining evidence of volunteer skills, depend on the job description and the volunteer role.

Specific attributes to note for volunteers working with patients:
- Empathy
- Openness to diversity
- Non-judgemental
- Self-awareness
- Work/life balance

Negative indicators for volunteers wanting to work with patients:
- Lack of personal social support
- Unresolved past losses
- Concurrent personal stress
- Depressive and/or negative personality
- A strong need to preach (push own beliefs)
- Rigid beliefs

For volunteers working in other roles it is still important to develop a list of ideal skills and attributes, based on the job description, and to frame interview questions around these.

Acceptance
The following points need to be covered with (successful) applicants, either individually or as part of a group induction programme:
- Brief overview of hospice/organisation structure
- More detailed discussion about the job
- Training orientation details
- Mailing lists
- Rights and responsibilities as a volunteer
- Evaluation process
- Tour of hospice and introduction to team members
- Letter of appointment, name badge
- Referee check
- Permission for police/Ministry of Justice checks

Some volunteer organisations present a formal contract to be signed as a commitment to a role, hours worked and to the organisation’s policies and protocols. This kind of agreement can be included as a simple signed declaration on the application form.

Rejection
Unsuitable volunteers often screen themselves out if the requirements of the role do not meet their abilities, availability or expectations.

Options
If there are doubts, be explicit e.g. “I feel you need more listening skills because …” and agree to reassess the volunteer after training. This gives a back up option for later.

By stressing certain aspects of the role in which the volunteer is clearly not interested, it may be possible to redirect them (by referring to other organisations) without loss of confidence or pride.
If a decision not to accept a volunteer is likely to be particularly difficult, painful or embarrassing, postpone the decision in order to fully prepare the next conversation. Sometimes it is necessary to just be direct, honest and (where possible) to give good reasons, based upon observations of the volunteer. Discuss with your manager if you are concerned.

**Useful websites and resources**
Charities Commission
Strengthening your charity– human resources
http://www.charities.govt.nz/strengthening-your-charity/human-resources/

**Other chapters relevant to this topic**
Chapter 11 – Positive Management

**Document templates that may be helpful**
Confidential referee report

### FIVE D. Education and training

**Introduction to hospice**
This section covers what content should be included in core induction education for all volunteers. Delivery often includes members of the wider team, with reciprocal learning and group interactions taking place. Training is part of the induction process for all hospice staff and volunteers and therefore attendance at training is expected for all volunteers.

**Core content**
- History of hospice
- Hospice philosophy and principles of palliative care
- Introduction to the key people in the organisation and lines of reporting
- Organisational values, mission, and goals
- Basic information of the services provided by the hospice, and how these are accessed
- Funding and fundraising – where does the money come from
- Health and safety – volunteer responsibilities, identification of potential risks and processes in place to report and manage these according to policies on occupational health & safety, fire safety and infection control requirements
- Confidentiality and privacy
- Reporting complaints and compliments

**Volunteer knowledge and skills for working with patients and families**
Define palliative care and explain the principles of care on which it is based.

Outline the roles, rights and responsibilities of volunteers and the boundaries of the volunteer’s role within the hospice team.

Demonstrate an understanding of the responsibilities of volunteers in relation to the Health and Safety legislation, the Privacy Act, maintaining patient confidentiality and other statutory and contractual obligations and requirements.

Identify and demonstrate basic communication and listening skills.
Describe the impact of a life limiting condition on the patient and their family, including how this impacts on relationships, the way families function and the services hospice offers to assist patients and families deal with loss and grief.

Identify and demonstrate the volunteer’s own cultural and spiritual values and beliefs around death and dying and how this may impact and influence their interactions with patients and families.

Identify and list the behaviours and support systems that enable hospice volunteers to maintain their own emotional physical and spiritual well-being.

Be confident in techniques for moving and handling patients to ensure both the patient’s and the volunteer’s safety and comfort.

Know how to access help if a patient has a medical event or needs assistance e.g. toileting, vomiting, sudden bleed etc.

Additional topics may be included in the training programme or offered through on-going training:
- the role of the funeral director
- a consumer perspective
- Complementary therapies
- Children, adolescents and grief
- The role of chemotherapy and radiotherapy in palliative care
- Art and music therapy
- How to introduce patients to Life story writing and day care
- Handling birthday and special anniversaries

Volunteer knowledge and skills working in retail services
Explain and discuss with the public what the hospice services are and how they are accessed.

Principles of customer service, including standards of dress and communication skills (with reference to understanding grief and loss).

Health and safety issues associated with retailing and hospice policies:
- Infection control (from exposure to second hand goods)
- Fire safety
- Personal safety
- Manual handling
- Security systems
- Emergency procedures

Operation of the Eftpos machine / cash register and hospice policies and procedures for the safe handling of money.

Confidentiality and privacy.

Understanding the policy around staff/volunteer purchases.

Access to a copy of the second hand trading licence terms.
Volunteer knowledge and skills working in fundraising

Note: If a person shows interest in supporting fundraising activities, liaise directly with the appropriate hospice team members responsible. Some of the following may be applicable for your organisation:

Explain and discuss with the public what the hospice services are and how they are accessed.

Comply with the hospice public relations policy, and lines of communication, and to be able to supply/quote accurate and appropriate statistics and information for any advertising and press releases associated with fundraising.

State the hospice policy, lines of communication, and who is responsible for managing sponsorship. This will include information about who contacts, and how the hospice manages, the communication with major sponsors and corporations.

State the hospice policies and procedure for the safe recording, accounting and handling cash and other money raised through fundraising. This will also include the procedures required for the safety and security of the volunteers and other people involved.

State where volunteers can access the appropriate information pertaining to legal or statutory requirements and issues associated with fundraising, e.g., requirements when running a raffle, and the requirements for receipting donations.

As with retail volunteers, it is important that fundraising volunteers know the limitations of offering advice which may be based on personal experience and outside hospice policy.

Casual or corporate volunteers assisting with events

These volunteers should work with or under the guidance of either other experienced volunteers or paid staff. They do not need a full orientation programme, but it is important they know about the organisation, and that they have clear instructions of what to do, to whom they are responsible, and who to contact in an emergency.

An information package should be provided for volunteers undertaking (for example) street appeals or raffle selling. Appropriate contents would include:

- A means of official recognition, such as an apron or a large identification tag
- Very clear instructions about how to perform whatever task they are doing, and anything they need to know concerning health and safety
- An emergency contact phone number
- Appropriate information about hospice i.e. newsletters and information leaflets etc
- Note book and pen to record names and addresses of people who may want a receipt
- Advice about who to hand over to, or what to do with the information package and the money if they are not relieved
Food service volunteers
In addition to a core introduction to hospice principles and practices, volunteers involved in food services will need training in Infection Control and Food Safety (e.g. NZQA Unit 167). If the specialists in these areas are not available within the organisation then resources may be offered through City Councils, polytechnics, or DHB infection control advisors.

Talk to your wider hospice team about the standards and accreditation quality elements related to these areas e.g. Health and Disability Sector Standards NZS 8134:2001 (2001) Ministry of Health.

As with other volunteer recruitment, the process of interview, orientation to Hospice services and referee checks still applies.

Useful websites and resources
EnergizeInc Bookstore, especially How To Produce Fabulous Fundraising Events: Reap Remarkable Returns with Minimal Effort
Fundraising Institute of New Zealand

Other chapters relevant to this topic
Chapter 6 – Risk Management

“My sister volunteered here at the Hospice Shop and then my wife became a volunteer – they seemed to be enjoying their time and so I thought “I am sure there is room here for me”. I was filling in an application form, and while I was doing this, there were shoppers asking about some of the items here in furniture so I was helping them. The Hospice Shops manager thought I was a natural salesperson and thought I should definitely be accepted into the “fold”. It is nice to have something for my spare time, I enjoy the company, the social contact and having an interest outside of my home. The best part is doing something that is giving back to the community. So I have been here for over 2 years, the time has gone fast as I really, really enjoy it.”
Hospice Taranaki Volunteer.
SIX: Risk management

In the interests of safety and protection for volunteers and the organisation, this section offers an outline of legislation and management practice relevant to volunteering that all hospice team members should be aware of.

**Privacy Act (1993)**

**Useful websites:**
- Principles of Privacy Act (1993)
- Health Information Privacy Code

**Human Rights Act (1993)**

It is unlawful to discriminate against a volunteer on the basis of one of the prohibited grounds set out in the Act (such as sex, ethnicity or disability).

**Useful website:**
- Human Rights Commission

**Code of Health and Disability Services: Consumer’s rights**

The Code of Rights establishes the rights of consumers, and the obligations and duties of providers to comply with the Code. It is a regulation under the Health and Disability Commissioner Act.

**Useful website:**
- Health and Disability Commissioner – The Code of Rights


Volunteers are specifically excluded from the law that governs employment relations in New Zealand. The Act is about employment relationships between paid workers and their employers in New Zealand and it does not cover unpaid work or volunteering.

Section 6 of the Employment Relations Act – Meaning of Employee – specifically excludes volunteers
(1) In this Act, unless the context otherwise requires, employee …
   (c) excludes a volunteer who
      (i) does not expect to be rewarded for work to be performed as a volunteer; and
      (ii) receives no reward for work performed as a volunteer

However, it is assumed that volunteer management principles follow good HR management, such as employment agreements, job descriptions, training and supervision, grievance handling and performance appraisal.

The concept of being a ‘good employer’ implies the principles of the law can be extended to volunteers. Rights and responsibilities documents, codes of practice and volunteer job descriptions all contribute to good experiences for volunteers, and to good practice for MVS’s.

While volunteers are not considered employees under the Employment Relations Act, they are considered to be ‘employed’ under other laws – most importantly the Health and Safety in Employment Act and the Human Rights Act – which both use expanded definitions of employment to include unpaid volunteers.
Guidelines for Managers of Volunteer Services

SIX: Risk management

Occupational Health & Safety (2002)
Hospice volunteers engaged on an ongoing or regular basis, where their work is an integral part of hospice services, must be treated as if they were employees, and be protected from harm. The key words for employers are a responsibility for a “general duty of care”. This means employers will apply all practicable steps to ensure the health and safety of volunteers, such as training in emergency procedures and reporting hazards. Including a volunteer representative on a Hospice Health & Safety Committee would be one way to secure proper protection for volunteers.

Some voluntary activities are not included under this act:
• fundraising
• assisting with sport or recreation
• helping schools etc outside their own premises
• providing care in the volunteer’s own home.

Useful websites:
Health & Safety guide for Employee Volunteering (2011)

ACC
Accidental injuries which occur in the course of voluntary work are classified as non-work injuries. If the volunteer is in paid employment and off work for longer than one week after an accident, they will receive weekly compensation from ACC based on pre-injury employment earnings. As with other non-work injuries, the first week is not paid by either the volunteer’s employer or ACC.

Useful website:
ACC Making a claim

Volunteer Drivers – Transport Licensing Act 1989
Hospice volunteers are sometimes called on to transport patients in their own vehicles. A sound risk management strategy is to keep a record of the driver’s personal details, licence number, car registration number, make and model, seating capacity, warrant of fitness, expiry date, and third-party insurance cover. Hospices might also want to request a declaration of physical and mental health, and ask questions on any other issues that may indicate a risk.

Where volunteers drive a hospice owned vehicle for transporting patients the NZTA chart indicates whether a passenger licence is required.

Useful website:
Fact sheet 18 New Zealand Transport Agency – Volunteer drivers and exempt passenger services

Insurance
Volunteers can be named as ‘insured’ on hospice insurance policies, thus providing protection for the volunteer as well as the organisation.

Two areas relevant to hospice volunteers are:
• General or public liability for accidents and injury that fall outside ACC, particularly applicable to volunteers, as protection against claims from clients and members of the public
• Employers’ Liability Insurance, indemnifying the organisation against claims for damages resulting from volunteers’ personal injury (outside ACC provisions)
Security checks
Useful websites:
- Police Vetting – New Zealand Police
- Major events volunteering – Ministry of Justice and the New Zealand Police

Useful resource:
Graff, Linda. *Beyond Police Checks: The Definitive Volunteer & Employee Screening Guidebook.* Available at Volunteering NZ

Communication
It is important that all managers of volunteer services and volunteers are aware of the hospice policy on speaking with media. It is also important that a manager of volunteer services works within the existing hospice channels of communication to engage with the community e.g. website, twitter, Facebook. This ensures consistency of message and branding of the organisation.

Useful websites and resources
Keeping it Legal

Other chapters relevant to this topic
Chapter 5 – Volunteer diversity
Chapter 9 – Evaluation

“Working in the kitchen here is like working in the heart of a home. We have a lot of fun and then we have the times when you’ll walk into a room with a beautiful tray, offer someone a cup of tea and they burst into tears.”
Hospice North Shore Volunteer.
SEVEN: Supervising, supporting and retaining volunteers

**Supervision**

The word ‘supervision’ may be substituted by ‘mentoring’ or ‘coaching’. The purpose of each approach is always about ongoing learning and development and for maintaining standards of practice in the volunteer programme.

One description of supervision may be “The oversight of a volunteer’s tasks, to ensure that the tasks are appropriate for their level of knowledge, experience, time commitment and energy, and to ensure compliance with organisation policies.”

This kind of administrative supervision will be familiar to employees. It is equally important for volunteers in the hospice setting, to ensure appropriate application of policies and procedures, and to offer positive feedback on their work.

On the other hand, especially for volunteers engaged in working directly with patients, it is better to define supervision as, “The development of a safe, confidential relationship which provides the volunteer with a regular opportunity to reflect on the work and ‘professional caring’ relationships that are formed as a result of the volunteer role.”

This level of supervision acknowledges that caring for people with a life limiting condition and their families brings a volunteer into situations they may not encounter in the other areas of their lives. It also recognises that while these experiences can be, and often are, enriching, they also have the potential to cause distress through reawakened memories and feelings associated with past personal experiences.

Supervision is a critical means of providing support for a volunteer through these experiences. Effective supervision will encourage the volunteer’s personal development and ongoing self knowledge, as well as ensuring the best possible service for hospice patients and families.

One method is regular phone calls to volunteers working regularly with the same patient. These calls should be a chance for the volunteer to report back and offer a level of supervision.

Clinical supervision is normally a 1:1 engagement. Given the numbers of hospice volunteers it may be more practical to undertake supervision in a group. Attending regular group supervision or support meetings also has the potential to foster and encourage supportive relationships within the volunteer team and can provide a reflective learning opportunity. There is much to be gained from shared experience. Group supervision may be provided by a member of the wider hospice team or qualified facilitator.

**Communication**

Communication with volunteers is an essential MVS tool for supporting volunteers and keeping them engaged.

Good communication with volunteers can take place through:

- Telephone calls / email messages
- Newsletters and memos
- Regular meetings
- Support meetings for special interest groups
- Ongoing training sessions
- Communication book
- Suggestion box
- Internet – recruitment, events, reminders, photos and functions
Valuing volunteers

Day to day
- Provide a reference if asked
- Accounting for volunteer services and activities at Board level
- Birthday and Christmas cards
- Phone calls/emails
- Include volunteer services when giving presentations to external groups
- Include volunteer services on website and brochures etc

Social function
- Annual tributes and/or functions during National Volunteer Week (June) or on International Volunteers’ Day (December 5)
- Functions to celebrate successes
- A function to farewell a long-serving volunteer

Formal recognition
- Certificates of Service – recording volunteer training and role activities, acknowledged on a certificate sent out at appropriate intervals
- Long service awards (e.g. 5 and 10 year badges/certificates, kowhai tree gift 20 years etc)
- There are a number of government and national community initiatives that recognise the contribution volunteers make to New Zealand

Retaining Volunteers
If attention is paid to the basics of a good volunteer programme, to supervision and support of volunteers, to good communication lines and to appropriate demonstrations of appreciating volunteer work, then there should be few worries about volunteer turnover, and retention.

Remember: the bottom line in retaining volunteers is to ensure their experience is a good one!

Useful websites and resources
Office for the Community and Volunteer Sector website

“Some things, like death, are sad. But they are all part of life’s experience and learning. Hospice is not a sad place. It’s a place that makes the life you have left worth living.”

Cranford Hospice Volunteer.
EIGHT: Information and data collection

There are three different purposes for collecting data on volunteers:
1. Personal information for communication and for emergency contacts
2. Information on volunteer roles/tasks, and time and travel for reporting on volunteer contributions, (as a rough measure of monetary value of volunteer work)
3. Data that could contribute to research on volunteers

Investigate what outputs your hospice service requires and record in a format that is consistent with these wider service requirements (e.g. number and type of volunteers, total number worked by volunteers).

Recording volunteer details and involvement begins with the personal information to be recorded for each new volunteer applicant. Recording multiple tasks and engagement with individual patients should be simple and straightforward. Enabling online access for volunteers to record hours and travel distance and other relevant task information is great time saver, and also helps to produce reports on volunteer engagement. Online date-entry is often the preferred methodology for many volunteers, including older generations. This information will also be of interest to volunteers.

Recording travel distance measures volunteer ‘donations in kind’ when translated into dollars. This information can be used in funding applications and/or reporting on hospice services. And a policy on reimbursement for travel costs is another way of ensuring prospective volunteers are not excluded because of affordability.

The best option for managing all this information is a computer based system which can record and retrieve data and which offers some facility for analysis. There are a number of computer based programmes to help reduce paper-trails, and specially to generate reports on volunteer activity. Being able to distribute mass emails and mail merge letters is an added bonus and the ultimate in time saving.

Research data
A good database can be a useful tool for analysing the characteristics of volunteers – which can then inform recruitment, training and support programmes.

For example:
- Demographic data analysis can describe the numbers of volunteers engaged in different services
- A picture of the age range of volunteers will indicate social trends in volunteering and thus aid future recruitment programmes
- A record of the length of volunteer service will illustrate the retention rate

Contemporary interest in social impact and results from the work of the community and voluntary sector is driving a focus on research, and particularly the Social Return on Investment (SROI). It is easy enough to calculate ‘money saved’ / economic contribution of the sector (NZ = 4.9% GDP) but measuring the degree of ‘making a difference’ calls for greater research sophistication.

Appraisal of volunteers and evaluation of the volunteer programme are therefore important inclusions in the MVS task schedule.
NINE: Evaluation

**Individual evaluation**
For volunteers engaged in regular assignments, a performance review process is also a means of supporting and extending their skills and personal interests, and for them to receive feedback on their performance. It is also a way to find the volunteer perspective on the organisation, it is a two way process. There are several methods available.

**Volunteer annual review**
This is a two way review of volunteer performance:
- Review specific activities
- Consider principal achievements, and identify areas for further attention
- Setting objectives for the future, which may include 'career development' and/or further training opportunities

**Informal feedback**

**Exit interview**
The exit interview is also an excellent way to gain feedback on volunteer experience and what improvements could be made. A verbal or written questionnaire can be used to establish volunteer satisfaction, to gain an account of volunteer perceptions of the organisation, support provided and potential modifications to volunteer management.

The question of personal privacy in all these questionnaires can be addressed by allowing responses to be anonymous, or by holding files that are confidential to the Manager of Volunteer Services only.

**Satisfaction survey**
When there are large numbers of volunteers the 1:1 interview is virtually impossible to undertake. The best alternative is to undertake an individual satisfaction survey. Information gleaned from surveys should always be reported back to volunteers as well as shared with the organisation. Specific issues may need to be followed up with individuals.

**Programme evaluation**
Appraisal of the volunteer service programme is a different approach to individual evaluation, offering a broader view of the organisation's volunteer services than the individual's perspective. This task should be undertaken by paid staff as well as volunteers. Such appraisals are best done using forms and surveys which request specific information on aspects of the programme, its delivery and the achievement of objectives. It can be useful to survey each group within the hospice every few years.

Some questions for a programme evaluation or audit might include:
- Why was [this role] created and does that need still exist or has it changed?
- Is this still the best way for volunteers to contribute to this programme or are there better ways?
- What would make volunteering [in this area] even better?

Other hospice specific suggestions are:
- Are there any patient/family needs not being met, where volunteers could be of assistance?
- What would make hospice volunteering even better?
- What additions to the training programme could enhance volunteer experience?

**Document templates that may be helpful**
Volunteer Evaluation
NINE:
Evaluation

Good relationships with paid staff are important in integrating volunteer services throughout the organisation, and to maintaining a healthy work environment.

The benefits of good working relations flow on to volunteer recruitment and retention, to a positive reputation in the community and to quality services for patients and their families.

Cultivate understanding and appreciation of volunteering / volunteers

- An orientation programme for new staff (and Board members) should include introduction to the volunteer programme and to the MVS role
- Provide information to staff on the reasons people volunteer and what motivates them to stay
- Involve staff in planning for new volunteer positions and position descriptions, taking account of expected outcomes which can enhance and support staff roles
- Reassure employees that utilising volunteer service is not a way of reducing staff and actually frees up their time to focus on their professional tasks
- Ensure all employee job descriptions include reference to working alongside volunteers as part of the expected role and culture of the organisation
- Encourage employee involvement in recognising the efforts of Hospice volunteers. For example, staff can sign cards, participate in volunteer functions, or staff can prepare and host a function to celebrate volunteering

Promote volunteer understanding of the organisation

- Training programmes should ensure volunteers are fully informed on all aspects of the hospice and the services provided
- Ensure volunteers understand their role and the assigned tasks, and their relationship with staff
- Clarify communication pathways between volunteers and staff

Create effective processes

- Provide all staff with regular updates on the volunteer programme
- Ensure staff and volunteers are encouraged to share their compliments and complaints
- Be enthusiastic about the work done by volunteers and staff. Enthusiasm is contagious!
- Develop a culture of integrity – that the organisation does what it says it will do – at all times
- Invite staff to lead/participate in relevant volunteer education sessions and create opportunities to learn from one another
- Look for opportunities and welcome suggestions from the volunteers for ways to improve the service and respond to changes. (This is where performance appraisals and satisfaction surveys can be helpful.)
- Ensure the volunteer experience is positive and provide opportunities for fun and laughter

TEN:
Working as a team

“\We all had such a great morning assisting at the new Hospice Shop. The store staff were such a great help and we achieved so much knowing we were giving back to a great cause. Clearing out and preparing an entire room of donated pre-loved items for sale kept us busy with sorting, steaming, labeling, pricing and hanging garments. It was a great way for us to fulfil our corporate volunteer commitment. Each of us bought some gems too! We hope to help again soon.”

Totara Hospice South Auckland Volunteer.
ELEVEN: Positive management

The constructive approach to maintaining a healthy organisational climate

1. Encourage a forum for everyone to share difficulties earlier rather than later, and deal with issues honestly.
2. Ensure volunteers are able to express their feelings and ensure that those feelings are listened to and acknowledged.
3. Ensure communication is as direct as possible and that decisions are fair and transparent.
4. Recognise that we all make mistakes, that support is available when mistakes occur.
5. Ensure volunteers are informed of the organisational expectations and boundaries and that they are supported and encouraged to set and declare their own boundaries. Ensure those boundaries are respected.
6. Develop a culture of integrity – that the organisation does what it says it will do – at all times.
7. Look for opportunities and welcome suggestions from the volunteers for ways to improve the service and respond to changes.
8. Ensure that the volunteer experience is positive and that when appropriate there are opportunities for fun and laughter.

While the role and responsibilities of the MVS have been described and the best practice or volunteer supervision outlined challenging issues will still arise.

Some examples:
- The older volunteer who needs to retire
- The unreliable volunteer
- The one who breaks boundaries (e.g. privacy and confidentiality)
- The know-all
- The grieving volunteer

While human resource policies will offer procedures to follow, the manager of volunteers will need to address the issues directly with the volunteer. Immediate resources and support will be members of the wider team with relevant skills (e.g. HR, CEO).

The following guidelines are an example of strategies for conducting a meeting with a volunteer regarding behaviour or performance.

Acknowledge and empathise with the volunteer’s feelings
These feelings are part of the volunteers own reality and as such are true for them. Arguing against them will only serve to increase the persons own sense of low self worth. If possible and if the volunteer is open to the idea, get them to seek professional help.

Act as a mirror and reflect back to them examples of how their behaviour was not healthy or helpful
It is important to cite specific examples of when their behaviour was healthy so they can appreciate the difference. Do not expect the volunteer to perform assignments that are beyond their competency.

Encourage a culture of personal reflection that provides opportunities for volunteers to receive feedback about their behaviour
Reflections on individual behaviour will focus on volunteer behaviour, not on the person.

Resist the temptation to “rescue” the volunteer
Unless the action will cause harm to the volunteer or another person, allowing the volunteer to experience the consequences of their behaviour may lead them to being able to change their behaviour in the future.
Do not directly challenge disempowering behaviour
Find ways to demonstrate how the behaviour impacts on others rather than challenging the behaviour itself.

If the volunteer is acting in a self-sacrificing way and complaining of not being appreciated, consider the nature of the volunteer’s task
There could be any number of explanations for this behaviour, from feeling under utilised to poor relations with staff. Exploring the underlying issues will help to find resolutions.

Recognise that when challenging unhealthy behaviours people can become angry and accuse the MVS of unfair treatment
If this occurs check it out. The volunteer may be transferring his/her own feelings on to the MVS. This can be very challenging, undermining confidence, particularly for people new to the role. It is reasonable to tell the volunteer that this perception is not shared by other people and that their judgement is not accepted.

Recognise that supervising people who behave in an unhealthy way is challenging and hard work and seek personal / professional support
Behaviour change is not something that can be imposed: change will only happen when the person is motivated to do so. However challenging their behaviour may be the catalyst for that change – so don’t be disheartened if this strategy is not always successful. Maintain a belief that with give and take and open and realistic communication good relationships can be established where people are valued for themselves, and not just for the work they do.

Other chapters relevant to this topic
Chapter 3 – The manager of volunteer services role
Chapter 7 – Supervising, supporting and retaining volunteers
TWELVE: Professional development

Professional supervision should be available for the Manager of Volunteer Services, just as for clinical staff.

On-going education and development is an important criterion for any professional. This is no less important for promoting excellence in a volunteer programme. Support for Manager of Volunteer Services may be in the form of clinical supervision, peer or group supervision, mentoring or coaching. Internet resources provide a wealth of information on Volunteer Management as well as the possibility of training opportunities and conferences.

Manager of Volunteer Services can also gain from joining established networks in the local community. Volunteer Centres offer network meetings and generic training programmes for Volunteer Managers. A Council of Social Services (COSS) may provide peer support and information about what is happening in the community.

If these options are not sufficient, establishing a local support network with like-minded organisations offers a useful alternative. As with all people engaged in human social services, the importance of a personal support network cannot be underestimated.

Useful websites and resources
Volunteering New Zealand Competencies for Manager of Volunteer Services
http://www.volunteeringnz.org.nz/volunteermanagers/competencies/

Introduction to Managing Volunteers Course. Delivered by Xperts Ltd.
http://www.volunteeringnz.org.nz/volunteermanagers/training/

Regional Volunteer Centres

Management and Leadership courses
Graduate Diploma in Not-For-Profit Management, Unitec.
http://www.unitec.ac.nz/?BAAC5FF7-9014-4C5E-9FA2-F1F2A1F9600B
Australasian Retreat for Advanced Volunteer Management
http://www.ozvpm.com/
Community Net
This site is the go-to for national information. The How-to Guides give a full rundown on establishing a community organisation, a sort-of ‘how to avoid the pit-falls’ manual.
www.community.net.nz

Volunteering New Zealand
The umbrella organisation for regional volunteer centres and national organisations with a strong commitment to volunteering.
www.volunteeringnz.org.nz

Social Development Partners
An active national network of community organisations in New Zealand, working to strengthen the capacity and influence of the community sector. The website includes links to items of national interest, significant research papers and to regularly used resources.
http://www.socialdevelopment.org.nz/

Counting for Something: Value Added by Voluntary Agencies
The VAVA Project
A 2004 study of 10 national voluntary agencies, results give recognition that annual accounts alone do not adequately reflect the full value that community and voluntary agencies add to social well-being and the economy of Aotearoa New Zealand.

Mentoring, Coaching and Beyond in the Community Sector
(2005) An account of mentoring and the important role it has to play in the community and voluntary sector. Primarily designed for use as a guide for trainers and professionals in workshop settings. It includes thematics, handouts for participants, session notes for trainers and exercises to be utilised over a seven workshops.
www.nzcos.org.nz

New Zealand Council of Social Services is the national umbrella organisation for local Councils of Social Services (COSS’s), Community Houses, REAPS and other social service networks throughout Aotearoa New Zealand.

Sport NZ
www.sportnz.org.nz
Using the websites search function look for:
Finding and keeping volunteers (2006)
Volunteers; the heart of sport (2006)
Managing volunteers

www.leighbarron.com/hospices Barron, Anne-Marie (2008) Sharing Good Practice: The Management of Hospice Volunteering, Leigh & Barron Consulting. This document is a must-read for all MVSs to illustrate trends in volunteering and volunteer management with particular reference to hospice volunteering – or at least to indicate what is going on in the UK.

www.OzVPM.com – an Australian organisation specialising in Volunteer Programme Management, with lots of interesting discussion topics, and links to other sites, run by Andy Fryar.

www.energizeinc.com – US based, a training and development organisation for Volunteer Managers, run by Susan Ellis. Again, there are discussion boards, challenging ideas, a bookstore, and lots of interesting links.

http://www.bettystallings.com/promo/pdfs/RantsRaves.pdf Here is a free download of a compilation of commentary from world leaders on management of volunteers. See also 12 Key Actions for CEOs to become champions for volunteer programmes – recognising the role of the MVS, and that volunteers are integral to organisational purposes.