



Flintshire Volunteer Bureau /Flintshire Local Voluntary Council Volunteer Management Policy

1. The Volunteer Programme

1.1 The overall policy on use of volunteers

The achievement of the goals of the Flintshire Volunteer Bureau/FLVC is best served by the active participation of citizens of the community. To this end, the Flintshire Volunteer Bureau/FLVC accepts and encourages the involvement of volunteers at all levels in the organisation and within all appropriate programmes and activities. All staff are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community.

1.2 Purpose of the volunteer policy

The purpose of the policy is to provide overall guidance and direction to staff and volunteers engaged in volunteer involvement and management efforts. The policy is intended for internal management guidance only, and does not constitute, either implicitly or explicitly, a binding contractual or personnel agreement. The Flintshire Volunteer Bureau/FLVC reserves the exclusive right to change any aspect of the policy at any time and to expect adherence to the changed policy. Alterations to or exceptions from these policies may only be granted by the Flintshire Volunteer Bureau Organiser/FLVC Manager, and must be obtained in advance and in writing. The Flintshire Volunteer Bureau Organiser/FLVC Manager shall decide matters in areas not specifically covered by the policy.

1.3 Scope of the volunteer policy

Unless specifically stated, the policy applies to all non-elected volunteers in all programmes and projects undertaken by, or on behalf of the Flintshire Volunteer Bureau/FLVC, and to all departments and sites of operation of the Flintshire Volunteer Bureau/FLVC.

1.4 Role of the Volunteer Bureau Organiser/FLVC Manager

The productive use of volunteers requires a planned and organised effort. The function of the Flintshire Volunteer Bureau Organiser/FLVC Manager is to provide a central coordinating point for effective volunteer management within the Flintshire Volunteer Bureau/FLVC, and to direct and assist staff and volunteer efforts jointly to provide more productive services. The department shall also bear responsibility for maintaining liaison with other volunteer programmes in the

community and assisting in community-wide efforts to recognise and promote volunteering. The Flintshire Volunteer Bureau Organiser/FLVC Manager shall bear primary responsibility for planning for effective volunteer deployment, for assisting staff in identifying productive and creative volunteer roles, for recruiting suitable volunteers, and for tracking and evaluating the contribution of volunteers to the Flintshire Volunteer Bureau/FLVC.

1.5 Definition of 'volunteer'

A volunteer is anyone who without compensation or expectation of compensation beyond reimbursement of expenses incurred in the course of his or her volunteer duties performs a task at the direction of and on behalf of the Flintshire Volunteer Bureau/FLVC. A volunteer must be officially accepted and enrolled by the Flintshire Volunteer Bureau/FLVC prior to performance of the task. Unless specifically stated, volunteers shall not be considered as employees of the Flintshire Volunteer Bureau/FLVC.

1.6 Special case volunteers

The Flintshire Volunteer Bureau/FLVC also accepts as volunteers those participating in student community service activities, student intern projects, alternative sentencing programmes, employee volunteering programmes, and other volunteer referral programmes. In each of these cases, however, a special agreement must be in effect with the agency, school, company, or programme from which the special case volunteer originates and must identify responsibility for management and care of the volunteers.

1.7 Employees as volunteers

The Flintshire Volunteer Bureau/FLVC accepts the services of its own staff as volunteers. This service is accepted provided that volunteer service is provided totally without any coercive nature, involves work which is outside the scope of normal staff duties, and is provided outside usual working hours. Family members of staff are allowed to volunteer with the Flintshire Volunteer Bureau/FLVC. When family members are enrolled as volunteers, they will not be placed under the direct supervision or within the same department as other members of their family who are employees.

1.8 Clients and relatives as volunteers

Clients of the Flintshire Volunteer Bureau/FLVC may be accepted as volunteers, where such service does not constitute an obstruction to, or conflict with provision of services to the client or to others. Relatives of clients may also serve as volunteers, but will not be placed in a position of direct service or relationship to members of their family who are receiving services.

1.9 Service at the discretion of the Flintshire Volunteer Bureau/FLVC

The Flintshire Volunteer Bureau/FLVC accepts the service of all volunteers with the understanding that such service is at the sole discretion of the Flintshire Volunteer Bureau/FLVC. Volunteers agree that the Flintshire Volunteer Bureau/FLVC may at any time, for whatever reason, decide to terminate the volunteer's relationship with the Flintshire Volunteer Bureau/FLVC.

A volunteer may at any time, for whatever reason, decide to sever their relationship with the Flintshire Volunteer Bureau/FLVC. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

1.10 Volunteer rights and responsibilities

Volunteers are viewed as a valuable resource to the Flintshire Volunteer Bureau/FLVC, its staff, and its clients. Volunteers shall be extended the right to be given meaningful assignments, the right to be treated as equal co-workers, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done. In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the values, goals and procedures of the Flintshire Volunteer Bureau/FLVC.

1.11 Scope of volunteer involvement

Volunteers may be involved in all programmes and activities of the Flintshire Volunteer Bureau/FLVC, and serve at all levels of skill and decision-making. Volunteers should not, however, be used to displace any paid employees from their positions.

2. Volunteer management procedures

2.1 Maintenance of records

A system of records will be maintained on each volunteer, including dates of service, positions held, duties performed, evaluation of work, and awards received. Volunteers and appropriate staff shall be responsible for submitting all appropriate records and information to the Flintshire Volunteer Bureau Organiser/FLVC Manager in a timely and accurate fashion.

Volunteer personnel records shall be accorded the same confidentiality as staff personnel records.

2.2 Two hat policy

Members of the Flintshire Volunteer Bureau/FLVC management committee are accepted as direct service volunteers with the Flintshire Volunteer Bureau/FLVC.

2.3 Conflict of interest

No person who has a conflict of interest with any activity or programme of the Flintshire Volunteer Bureau/FLVC, whether personal, philosophical, or financial shall be accepted or serve as a volunteer.

2.4 Representation of the Flintshire Volunteer Bureau/FLVC

Prior to any action of statement, which might significantly affect or obligate the Flintshire Volunteer Bureau/FLVC, volunteers should seek prior consultation and approval from appropriate staff. These actions may include, but are not limited to, public statements to the press, lobbying efforts with other organisations, collaborations or joint initiatives, or any agreements involving contractual or other financial obligations. Volunteers are authorised to act as representatives of the Flintshire Volunteer Bureau/FLVC as specifically indicated within their job descriptions and only to the extent of such written specifications.

2.5 Confidentiality

Volunteers are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves a single member of staff, volunteer, client, or other person, or involves the overall business of the Flintshire Volunteer Bureau/FLVC.

Failure to maintain confidentiality may result in termination of the volunteer's relationship with the Flintshire Volunteer Bureau/FLVC or other corrective action.

2.6 Worksite

An appropriate worksite shall be established prior to the enrolment of any volunteer. This worksite shall contain necessary facilities, equipment, and space to enable the volunteer to effectively and comfortably perform their duties.

2.7 Dress code

As representatives of the Flintshire Volunteer Bureau/FLVC, volunteers, like staff, are responsible for presenting a good image to clients and to the community.

Volunteers shall dress appropriately for the conditions and performance of their duties.

2.8 Timesheets

Individual volunteers are responsible for the accurate completion and timely submission of timesheets, where appropriate.

3. Volunteer recruitment and selection

3.1 Job description

Volunteer staff, just as paid staff, require a clear, complete, and current description of the duties and responsibilities of the job which they are expected to fill. Prior to any volunteer assignment or recruitment effort, a job description must be developed for each volunteer post. This will be given to each accepted volunteer and used in subsequent management and evaluation efforts. Job descriptions should be reviewed and updated at least every two years, or whenever the work involved in the position changes substantially.

All job descriptions shall include a description of the purpose and duties of the job, a designated supervisor and worksite, a timeframe for the performance of the job, a listing of job qualifications, and a description of job benefits. The Flintshire Volunteer Bureau Organiser/FLVC Manager is available to assist staff in the development of volunteer jobs and job descriptions.

3.2 Staff requests for volunteers

Requests for volunteers shall be submitted in writing by interested staff, complete with a draft position description and a requested timeframe. All parties should understand that the recruitment of volunteers is enhanced by creative and interesting jobs and by advance notice. The Flintshire Volunteer Bureau Organiser/FLVC Manager reserves the right to refuse to recruit or place any volunteers until staff are prepared to make effective use of the volunteer resource.

3.3 Recruitment

Volunteers shall be recruited by Flintshire Volunteer Bureau/FLVC on a proactive basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers shall be recruited without regard to gender, disability, age or race. The sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of Flintshire Volunteer Bureau/FLVC. Volunteers may be recruited either through an interest in specific functions or through a general interest in volunteering which will later be matched

with a specific function. No final acceptance of a volunteer shall take place without a specific written volunteer job description for that volunteer.

3.4 Recruitment of minors

Volunteers who have not reached the age of majority must have the written consent of a parent or guardian prior to volunteering. The volunteer services assigned to a minor should be performed in a non-hazardous environment and should comply with all appropriate requirements of child labour laws.

3.5 Interviewing

Prior to being assigned or appointed to a position, all volunteers will be interviewed to ascertain their suitability for and interest in that position. The interview should determine the qualifications of the volunteer, their commitment to fulfil the requirements of the position, and should answer any questions that the volunteer might have about the job. Interviews will be conducted in person.

3.6 Health screening

In cases where volunteers will be working with clients with health difficulties, a health screening procedure may be required prior to confirming the volunteer assignment. In addition, if there are physical requirements necessary for performance of a volunteer task, a screening or testing procedure may be required to ascertain the ability of the volunteer to safely perform that task.

3.7 Criminal records check

As appropriate for the protection of clients, volunteers in certain assignments may be asked to submit to a criminal record check. Volunteers who do not agree to the background check may be refused the assignment.

3.8 Placement with at-risk clients

Where volunteers are to be placed in direct contact with at-risk clients, additional screening procedures may be instituted. These procedures may include reference checks, direct background investigation, criminal record investigation and so on. Volunteers who refuse permission for conduct of these checks will not be accepted for placement with clients.

3.9 Certificate of ability

Any potential volunteer who indicates that they are under the care of a doctor for either physical or psychological treatment may be asked to present a certificate from the doctor as to their ability to satisfactorily and safely perform their

volunteer duties. Volunteers under a course of treatment, which might affect their volunteer work, will not be accepted without written verification of suitability from their doctor. Any volunteer who, after acceptance and assignment by the Flintshire Volunteer Bureau/FLVC, enters a course of treatment which might adversely impact upon the performance of their volunteer duties, should consult with the Flintshire Volunteer Bureau Organiser/FLVC Manager.

3.10 Placement

In placing a volunteer in a position, attention shall be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer position. No placement shall be made unless the requirements of both the volunteer and the supervising staff can be met: no volunteer should be assigned to a 'make-work' position and no position should be given to an unqualified or uninterested volunteer.

3.11 Staff participation in interviewing and placement

Wherever possible, staff who will be working with the volunteer should participate in the design and conduct of the interview. Final assignment of a potential volunteer should not take place without the approval of appropriate staff with whom the volunteer will be working.

3.12 Acceptance and appointment

Service as a volunteer with the Flintshire Volunteer Bureau/FLVC shall begin with an official notice of acceptance or appointment to a volunteer position. An authorised representative of the Flintshire Volunteer Bureau/FLVC, who will normally be the Flintshire Volunteer Bureau Organiser/FLVC Manager, may only give notice. No volunteer shall begin performance of any position until they have been officially accepted for that position and have completed all necessary screening and paperwork. At the time of final acceptance, each volunteer shall complete all necessary paperwork and shall receive a copy of their job description and agreement of service with the Flintshire Volunteer Bureau/FLVC.

3.13 Probationary period

All volunteer placements shall initially be done on a trial period of 30 days. At the end of this period a second interview with the volunteer shall be conducted, at which point either the volunteer or staff may request a re-assignment of the volunteer to a different position or may determine the unsuitability of the volunteer for a position within the Flintshire Volunteer Bureau/FLVC.

3.14 Re-assignment

Volunteers who are at any time re-assigned to a new position shall be interviewed for that position before they begin work. In addition, any screening procedures appropriate for that specific position must be completed, even if the volunteer has already been working with the Flintshire Volunteer Bureau/FLVC.

3.15 Professional services

Volunteers shall not perform professional services for which certification or a licence is required unless currently certified or licensed to do so. The Flintshire Volunteer Bureau/FLVC should maintain a copy of such certificate or licence.

3.16 Length of service

All volunteer positions shall have set term of duration. It is highly recommended that this term shall not be longer than one year, with an option for renewal at the discretion of both parties. All volunteer assignments shall end at the conclusion of their set term, without expectation or requirement of re-assignment of that position to the incumbent. Volunteers are neither expected nor required to continue their involvement with Flintshire Volunteer Bureau/FLVC at the end of their set term, although in most cases they are welcome to do so. They may instead seek a different volunteer assignment within Flintshire Volunteer Bureau/FLVC or with another organisation, or may retire from volunteer service.

3.17 Leave of absence

At the discretion of the supervisor, leaves of absence may be granted to volunteers. This leave of absence will not alter or extend the previously agreed upon ending date of the volunteer's term of service.

4. Volunteer training development

4.1 Orientation

All volunteers will receive a general orientation on the nature and purpose of Flintshire Volunteer Bureau/FLVC, an orientation on the nature and operation of the programme or activity for which they are recruited, and a specific orientation of the purposes and requirements of the position they are accepting.

4.2 On-the-job training

Volunteers will receive on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and

methods for delivery of such training should be appropriate to the complexity and demands of the position and capabilities of the volunteer.

4.3 Staff involvement in orientation and training

Staff members with responsibility for delivery of services should have an active role in the design and delivery of both orientation and training of volunteers. Staff who will be in a supervisory capacity to volunteers shall have primary responsibility for design and delivery of on-the-job training to those volunteers assigned to them.

4.4 Volunteer involvement in orientation and training

Experienced volunteers should be included in the design and delivery of volunteer orientation and training.

4.5 Continuing education

Just as with staff, volunteers should attempt to improve their levels of skill during their terms of service. Additional training and educational opportunities will be made available to volunteers during their connection with the Flintshire Volunteer Bureau/FLVC where deemed appropriate. This continuing education may include both additional information on performance of their current volunteer assignment as well as more general information, and might be provided either by Flintshire Volunteer Bureau/FLVC or by assisting the volunteer to participate in educational programmes provided by other groups.

4.6 Conference attendance

Volunteers are authorised to attend conferences and meetings, which are relevant to their volunteer assignments, including those run by Flintshire Volunteer Bureau/FLVC and those run by other organisations. Prior approval from the Flintshire Volunteer Bureau Organiser/FLVC Manager should be obtained before attending any conference or meeting if attendance will interfere with the volunteer's work schedule, or if reimbursement of expenses is sought.

5. Volunteer supervision and evaluation

5.1 Requirement of a supervisor

Each volunteer who is accepted to a position with the Flintshire Volunteer Bureau/FLVC must have a clearly identified supervisor who is responsible for direct management of that volunteer. This supervisor shall be responsible for

day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance.

5.2 Volunteers as volunteer supervisors

A volunteer may act as a supervisor of other volunteers, provided that the supervising volunteer is under the direct supervision of a paid member of staff.

5.3 Volunteer-staff relationships

Volunteers and staff are considered to be partners in implementing the mission and programmes of the Flintshire Volunteer Bureau/FLVC, with each having an equal but complementary role to play. It is essential for the proper operation of this relationship that each partner understands and respects the needs and abilities of the other.

5.4 Acceptance of volunteers by staff

Since individual staff are in a better position to determine the requirements of their work and their own abilities, no volunteer will be assigned to work with a member of staff without the consent of that person. Since volunteers are considered a valuable resource in performing the Flintshire Volunteer Bureau/FLVC's work, staff are encouraged to consider creative ways in which volunteers might be of service to the Flintshire Volunteer Bureau/FLVC and to consult with the Flintshire Volunteer Bureau Organiser/FLVC Manager if they feel in need of assistance or additional training.

5.5 Volunteer management training for members of staff

An orientation on working with volunteers will be provided to all staff. In-service training on effective volunteer deployment and use will be provided to those staff who are highly involved in volunteer management.

5.6 Volunteer involvement in staff evaluation

Examination of their effective use of volunteers may be a component in the evaluation of staff performance where that member of staff is working with volunteers. In such cases, supervisors should ask for the input and participation of those volunteers in evaluating staff performance.

5.7 Staff involvement in volunteer evaluation

Affected staff should be involved in all evaluation and in deciding all work assignments of volunteers with whom they are working.

5.8 Lines of communication

Volunteers are entitled to all necessary information pertinent to the performance of their work assignments. Accordingly, volunteers should be included in and have access to all appropriate information, memos, materials, and meetings relevant to the work assignments. To facilitate the receipt of this information on a timely basis, volunteers should be included on all relevant distribution schedules and should be given a tray for receipt of information circulated in their absence. Primary responsibility for ensuring that the volunteer receives such information will rest with the direct supervisor of the volunteer.

Lines of communication should operate in both directions, and should exist both formally and informally. Volunteers should be consulted regarding all decisions which would substantially affect the performance of their duties.

5.9 Absenteeism

Volunteers are expected to perform their duties on a regular, scheduled and punctual basis. When expecting to be absent from scheduled duty, volunteers should inform the Flintshire Volunteer Bureau Organiser/FLVC Manager as far in advance as possible so that alternative arrangements may be made. Continual absenteeism will result in a review of the volunteer's work assignment or term of service.

5.10 Substitution

Volunteers may be encouraged to find a substitute for any future absences, which could be filled by another volunteer. Such substitution should only be taken following consultation with the Flintshire Volunteer Bureau Organiser/FLVC Manager, and care should be taken to find a substitute who is qualified for the position. Substitutes may only be recruited from those who are currently enrolled as volunteers with the Flintshire Volunteer Bureau/FLVC.

5.11 Standards of performance

Standards of performance shall be established for each volunteer position. These standards should list the work to be done in that position, measurable indicators of whether the work was accomplished to the required standards, and appropriate timeframes for accomplishment of the work. Creation of these standards will be a joint function of staff and the volunteer assigned to the position, and a copy of the standards should be provided to the volunteer along with a copy of their job description at the beginning of their assignment.

5.12 Evaluation

Volunteers shall receive periodic evaluation to review their work. The evaluation session will review the performance of the volunteer, suggest any changes in work style, seek suggestions from the volunteer on means of enhancing the volunteer's relationship with the Flintshire Volunteer Bureau/FLVC, convey appreciation to the volunteer, and ascertain the continued interest of the volunteer in serving in that position. Evaluations should include both an examination of the volunteer's performance, of his or her responsibilities, and a discussion of any suggestions that the volunteer may have concerning the position or project with which the volunteer is connected.

The evaluation session is an opportunity for both the volunteer and the Flintshire Volunteer Bureau/FLVC to examine and improve their relationship.

5.13 Written basis for evaluation

The job description and standards of performance for a volunteer position should form the basis of an evaluation. A written record should be kept of each evaluation session.

5.14 Staff responsibility for evaluation

It shall be the responsibility of each member of staff in a supervisory relationship with a volunteer to schedule and perform periodic evaluation and to maintain records of the evaluation.

5.15 Corrective action

In appropriate situations, corrective action may be taken following an evaluation. Examples of corrective action include the requirement for additional training, re-assignment of the volunteer to a new position, suspension of the volunteer, or dismissal from volunteer service.

5.16 Dismissal of a Volunteer

Volunteers who do not adhere to the rules and procedures of the Flintshire Volunteer Bureau/FLVC or who fail satisfactorily to perform their volunteer assignment may be subject to dismissal. No volunteer will be terminated until the volunteer has had an opportunity to discuss the reasons for possible dismissal with the Flintshire Volunteer Bureau Organiser/FLVC Manager.

5.17 Reasons for dismissal

Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct or subordination, being under the influence of alcohol or drugs, theft of property or misuse of organisational equipment or materials, abuse or mistreatment of clients or co-workers, failure to abide by Flintshire Volunteer Bureau/FLVC policies and procedures, failure to meet physical or mental standards of performance, and failure satisfactorily to perform assigned duties.

5.18 Concerns and grievances

Decisions involving corrective action of a volunteer may be reviewed for appropriateness. If corrective action is taken, the affected volunteer shall be informed of the procedures for expressing their concern or grievance.

5.19 Notice of departure or re-assignment of a Volunteer

In the event that a volunteer departs from the Flintshire Volunteer Bureau/FLVC, whether voluntarily, or is re-assigned to a new position, it shall be the responsibility of the Flintshire Volunteer Bureau Organiser/FLVC Manager to inform those affected staff and clients that the volunteer is no longer assigned to work with them. In cases of dismissal for good reason, this notification should be given in writing and should clearly indicate that any further contact with the volunteer must be outside the scope of any relationship with Flintshire Volunteer Bureau/FLVC.

5.20 Resignation

Volunteers may resign from their volunteer service with the Flintshire Volunteer Bureau/FLVC at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision.

5.21 Exit interviews

Exit interviews, where possible, should be conducted with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have for improving the position, and the possibility of involving the volunteer in some other capacity with Flintshire Volunteer Bureau/FLVC in the future.

5.22 Communication with the Flintshire Volunteer Bureau Organiser/FLVC Manager

Staff supervising volunteers are responsible for maintaining regular communication with the Flintshire Volunteer Bureau Organiser/FLVC Manager

on the status of the volunteers they are supervising, and are responsible for the timely provision of all necessary paperwork to the Flintshire Volunteer Bureau Organiser/FLVC Manager. The Flintshire Volunteer Bureau Organiser/FLVC Manager should be informed immediately of any substantial change in the work or status of a volunteer and should be consulted in advance before any corrective action is taken.

5.23 Evaluation of the Flintshire Volunteer Bureau/FLVC volunteer usage

Flintshire Volunteer Bureau/FLVC shall conduct an annual evaluation of the use of volunteers by the organisation. This evaluation will include information gathered from volunteers, staff, and clients.

6. Volunteer support and recognition

6.1 Reimbursement of expenses

Volunteers are eligible for reimbursements of 'out of pocket' expenses incurred while undertaking business for Flintshire Volunteer Bureau/FLVC. Flintshire Volunteer Bureau/FLVC shall distribute information to all volunteers regarding specific reimbursable items. Prior approval must be sought for any major expenditure.

6.2 Access to Flintshire Volunteer Bureau/FLVC property and materials

As appropriate, volunteers shall have access to property of Flintshire Volunteer Bureau/FLVC and those materials necessary to fulfil their duties, and shall receive training in the operation of any equipment. Property and materials shall be used only when directly required for the volunteer task.

6.3 Insurance

Liability and accident insurance is provided for all volunteers engaged in Flintshire Volunteer Bureau/FLVC business. However....Volunteers are encouraged to consult with their own insurance agents regarding the extension of their personal insurance to include community volunteer work.

6.4 Recognition

An annual volunteer recognition event will be conducted to highlight and reward the contribution of volunteers to Flintshire Volunteer Bureau/FLVC. Volunteers will be consulted and involved in order to develop an appropriate format for the event.

6.5 Informal recognition

All staff and volunteers responsible for volunteer supervision are encouraged to undertake methods of recognition of volunteer service on a regular basis throughout the year. These methods of informal recognition should range from a simple “thank you” to a concerted effort to include volunteers as full participants in decision-making and implementation of projects.

6.6 Volunteer career paths

Volunteers are encouraged to develop their skills while serving with Flintshire Volunteer Bureau/FLVC, and are to be assisted through promotion to new volunteer jobs to assume additional and greater responsibilities. If so desired by the volunteer, Flintshire Volunteer Bureau/FLVC will assist the volunteer in maintaining appropriate records of volunteer experience that will assist the volunteer in future career opportunities, both paid and volunteer.