

Assessment kit

Volunteer management in a National Society

Volunteers play an essential part in making a difference to the lives of the world's most vulnerable people in the name of the Red Cross and Red Crescent. Achieving the aims of the International Federation will not be possible without the continued dedication and commitment of Red Cross and Red Crescent volunteers, staff and leaders throughout the world.

A good volunteer management system contributes to effective implementation of services, better risk management and use of resources. Establishing volunteer friendly environments outside National Societies contributes to the improved service delivery – benefiting vulnerable people.

For a National Society, a volunteering development effort is a long term effort. It begins with analyzing the current state of how it manage and support their volunteers. Taking the analysis into a process to put in place, improve or change the practice of volunteer management. It is about looking into all organizational levels of the organization as well as the current

practice of the various programmes and activities run by the society.

Volunteering development should not be an isolated activity and need to link to other ongoing development efforts in the National Society. This assessment kit provides a good base for discussion about the volunteer management situation in a National Society and when completed highlights areas to look closer at.

The kit is a draft and has used the base of the “Investing in volunteers” assessment kit.

A

There is an expressed commitment to the involvement of volunteers, and recognition throughout the National Society that volunteering benefits volunteers and the organisation.

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| 1 | We have a written policy on volunteering, based on equal opportunities principles, which sets out the procedures for recruiting, supporting and protecting volunteers. | 1 | 2 | 3 | 4 | 5 |
| 2 | We have adopted appropriate procedures for regularly reviewing the volunteering policy and its implementation. | 1 | 2 | 3 | 4 | 5 |
| 3 | People at all levels in the National Society (such as management committee, management, staff, volunteers, clients, supporters) have been informed of, and can articulate the organisation's reasons for involving volunteers. | 1 | 2 | 3 | 4 | 5 |

B

The National Society commits appropriate resources to working with volunteers, such as money, management, staff, time and materials.

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| 4 | The National Society designates responsibility for recruiting, selecting, and supporting volunteers, and protecting their interests to a key person or group of people, and these responsibilities are regularly reviewed. | 1 | 2 | 3 | 4 | 5 |
| 5 | Time is given during staff meetings to discuss volunteer issues. | 1 | 2 | 3 | 4 | 5 |
| 6 | The annual plan of the National Society includes objectives for the volunteer programme which are reviewed regularly. | 1 | 2 | 3 | 4 | 5 |
| 7 | There are adequate financial resources to cover the running of the volunteer programme and ensure that volunteers have the necessary resources and materials to do their work. | 1 | 2 | 3 | 4 | 5 |
| 8 | Job descriptions for paid staff include any responsibilities they have for volunteers. | 1 | 2 | 3 | 4 | 5 |

C

The National Society is open to involving volunteers who reflect the diversity of the local community, in accordance with the stated aims, and operates procedures to facilitate this.

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| 9 | Information about the National Society and ways in which volunteers can be involved is made as widely available as possible. | 1 | 2 | 3 | 4 | 5 |
| 10 | Analysis of the diversity of the local community compared to the volunteers in the National Society is regularly undertaken. | 1 | 2 | 3 | 4 | 5 |
| 11 | Staff and volunteers are open to diversity among co-workers. | 1 | 2 | 3 | 4 | 5 |
| 12 | Images and/or descriptions of the National Society reflect the diversity of the local community. | 1 | 2 | 3 | 4 | 5 |
| 13 | The National Society is open to involving volunteers from a wide range of backgrounds and abilities, and commits the necessary resources. | 1 | 2 | 3 | 4 | 5 |

D

The National Society develops appropriate roles for volunteers in line with its aims and objectives, and which are of value to the volunteers and create an environment where they can develop.

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| 14 | A 'task description' is drawn up for each volunteer role. | 1 | 2 | 3 | 4 | 5 |
| 15 | We set out the necessary skills, attitude, experience and availability needed to do the work. | 1 | 2 | 3 | 4 | 5 |
| 16 | A variety of tasks is available for volunteers to attract a range of people, while still meeting the needs and aims of the National Society. | 1 | 2 | 3 | 4 | 5 |
| 17 | Tasks are adapted to suit the needs and interests of individual volunteers. | 1 | 2 | 3 | 4 | 5 |

E The National Society is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.

18	An assessment of potential risk to volunteers is conducted when designing volunteer roles.	1	2	3	4	5
19	Appropriate insurance guidelines and cover for volunteers are set up.	1	2	3	4	5
20	There is a clear policy on the reimbursement of legally allowable expenses which is rooted in the organisational ethos, and which takes account of the National Society's financial situation.	1	2	3	4	5
21	Knowledge of volunteers' personal details is restricted to those who need it, and passed on only with volunteers' consent, and regard is taken to storage of confidential documents.	1	2	3	4	5

F The National Society is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers.

22	The selection procedures are standardised, appropriate to the volunteer role(s) and include agreed timescales.	1	2	3	4	5
23	People interested in volunteering are provided with clear information about, voluntary work available, the application and selection process and training.	1	2	3	4	5
24	During the recruitment, potential volunteers are given a summary of the National Society's expectations of volunteers and what volunteers can expect.	1	2	3	4	5
25	We have clear criteria in terms of skills and abilities needed against which it assesses volunteers' suitability for particular roles.	1	2	3	4	5
26	Feedback is given to volunteers whose applications are turned down.	1	2	3	4	5
27	In the recruitment procedure time is given to explore the individual's reasons for volunteering.	1	2	3	4	5
28	Where appropriate, potential volunteers are given further opportunities to find out more about the voluntary work before committing themselves.	1	2	3	4	5

G The National Society takes a considered approach to taking up references and official checks which is consistent and equitable for all volunteers, bearing in mind the nature of the work.

29	The procedure for taking up references is based on the nature of the work and the roles volunteers will be undertaking.	1	2	3	4	5
30	The procedures for taking up references are uniform for all prospective volunteers applying for a particular role.	1	2	3	4	5
31	The approach to the use of official checks takes into account the relevant Government guidelines, and the roles in which volunteers will be placed.	1	2	3	4	5
32	We have considered which types of convictions/disciplinary actions may or may not be relevant to the voluntary work being undertaken.	1	2	3	4	5

H Clear procedures are put into action for introducing new volunteers to the National Society, its work, policies, practices and relevant personnel.

33	All new volunteers are introduced to the relevant paid staff and other volunteers with whom they will come into contact.	1	2	3	4	5
34	All volunteers are provided with copies of the risk assessment undertaken on their role.	1	2	3	4	5
35	Volunteers are provided with the necessary information and training to do the voluntary work, including any policies as appropriate.	1	2	3	4	5
36	There is clarity between the volunteer and the National Society about the boundaries of the volunteers' roles.	1	2	3	4	5

37	There are clear health and safety and accident and emergency procedures.	1	2	3	4	5
38	Volunteers are informed of what insurance cover is in force and what they need to do in order to remain covered by insurance.	1	2	3	4	5
39	Volunteers are advised of, and understand, guidelines for addressing situations where volunteers act in discriminatory ways, or where volunteers themselves are in receipt of such treatment.	1	2	3	4	5
40	Volunteers are advised of and understand the procedure to use if they wish to complain about their treatment by paid staff, users, governance members or other volunteers.	1	2	3	4	5
41	Volunteers are informed of what expenses can be claimed, and the procedure for reimbursement.	1	2	3	4	5

Everybody in the National Society is aware of the need to give volunteers recognition.

41	Governance and management recognise the value of volunteers' contributions and communicate effectively their appreciation to volunteers, both formally and informally.	1	2	3	4	5
42	Volunteers have an opportunity to make known their views about the organisation's work.	1	2	3	4	5
43	Volunteers have an opportunity to make known their views about the National Society's policies and procedures and to participate in decision-making.	1	2	3	4	5
44	We provide volunteers with the opportunity to continue developing their skills and talents within the roles on offer.	1	2	3	4	5
45	The National Society provides volunteers with the opportunity to continue developing their skills and talents within the roles on offer.	1	2	3	4	5
46	Volunteers leaving the National Society, who have made a regular commitment to it, are offered a reference and/or other statement of their achievements.	1	2	3	4	5
47	We obtain feedback from volunteers leaving the National Society.	1	2	3	4	5

J The National Society takes account of the varying support needs of volunteers.

48	All volunteers know what forms of support the National Society offers them, and who to contact in the case of any problems.	1	2	3	4	5
49	Either one-to-one and/or group support sessions are offered, as appropriate (psychosocial support).	1	2	3	4	5
50	Where volunteers' work is emotionally demanding, an opportunity for them to 'unload' is freely available.	1	2	3	4	5
51	Volunteers are aware that they can refuse demands they consider unrealistic, beyond the scope of the role or which they do not have the skills to carry out.	1	2	3	4	5
52	Staff or volunteers who supervise volunteers are appropriately trained in volunteer management and the policies and procedures.	1	2	3	4	5
53	Volunteers are informed of all relevant changes in the National Society which affect their work.	1	2	3	4	5