

Volunteer Leadership & Community
Development
'Stronger Together'



PRESENTED BY:

Vanita Schwarz, Manager Stakeholder Engagement

Acknowledgement of Country



Welcome

I'd like to acknowledge that we are presenting this session today on the lands of the Kaurna people who are the traditional custodians of the land.

We pay our respects to Elders past and present and I extend that respect to Aboriginal and Torres Strait Islander peoples joining us today.

Please chat/ask questions as we go through

Volunteering in SA



- **State of Volunteering**
- **Regional Perspectives**

Welcome

I'd like to acknowledge that we are presenting this session today on the lands of the Kaurna people who are the traditional custodians of the land.

We pay our respects to Elders past and present and I extend that respect to Aboriginal and Torres Strait Islander peoples joining us today.

Please chat/ask questions as we go through

The ARC Developing a National Rural Volunteering Roadmap Project



Volunteering, Leadership & Capacity Building



Activity Time



Today we will explore

- Leadership in volunteering and volunteer management

Volunteer Management and Leadership

Define this yourselves; take a few moments to write about leadership in your role, your volunteer programs, what does this look like, and, what does this mean to you

Volunteer Management



Volunteer management is the process of recruiting, engaging, and retaining volunteers to support an organisation's mission and goals. It involves creating a structured system for onboarding, training, supervising, and supporting volunteers to ensure their efforts are effective and valuable.

Volunteer management is the process of recruiting, engaging, and retaining volunteers to support an organization's mission and goals. It involves creating a structured system for onboarding, training, supervising, and supporting volunteers to ensure their efforts are effective and valuable.

Fantastic for new and experienced Volunteer Managers to understand etc

Link to National Standards, National Strategy, Volunteer Involvement Cycle

Volunteering can be under a formal banner, but also, is done informally

Formal volunteering follows a process of design, recruitment, supervision and support

Informal volunteering may have less structure, has less structure and

often people don't recognize this type of helping, getting involved as volunteering. For example helping at school, sports, helping family

Leadership



Leadership is the ability to guide, influence, and inspire others towards achieving a common goal.

As a leader, you set the direction, create a vision, and motivate your team to work together.

Leadership isn't just about being in charge; it's about making decisions that benefit the group and help everyone succeed.

Think about the reflection you just wrote, is this defined by title? By actions?

Effective leaders communicate well, listen to others, and show empathy.

They understand the strengths and weaknesses of their team members and use this knowledge to delegate tasks appropriately.

Good leaders also provide support and encouragement, helping their team grow and develop their skills.

Undoubtedly, leading volunteers is more challenging than leading a paid workforce.

Volunteers are distinctly different from paid employees, as they are primarily driven by altruistic or affiliative motives; they have no contractual obligations to their organisation nor do they depend on it to make a living, and they have more flexibility in joining or withdrawing from an organisation.⁸

Unsurprisingly, Leaders of Volunteers report difficulties in navigating the use of (legitimate) power and must adapt their leadership style to meet volunteers' needs.¹

-WHAT IS LEADERSHIP? - Leadership in Volunteer Environments

Within a volunteering context, effective leadership involves many different functions.

These include:

- providing a welcoming and inclusive environment
- ensuring volunteers find meaning in their work
- acknowledging effort and contribution
- remaining vigilant about volunteer mental health and wellbeing
- ensuring interpersonal relationships are positive and enriching
- ensuring outputs are aligned with organisational mission
- recognising any simmering issues, engaging in difficult conversations when needed
- matching the right volunteers to the right roles
- providing training and development
- motivating continued engagement and commitment

Both ability and efficacy in undertaking these (and other) functions have a pronounced effect on volunteer motivation, performance, and retention.

One of the biggest challenges we are told of is the struggle to get volunteer numbers, understanding how you lead, volunteer management and how you can plan is key to success in this, and in creating a magnificent volunteer experience for your volunteers and the community they serve.

(see Forner et al.'s Volunteering Research Paper, The great (volunteer) resignation: An evidence-based strategy for retaining volunteers, for an extensive discussion of predictors of volunteer retention)

VRP The-great-volunteer-

resignation-An-evidence-based-strategy-for-retaining-volunteers.pdf

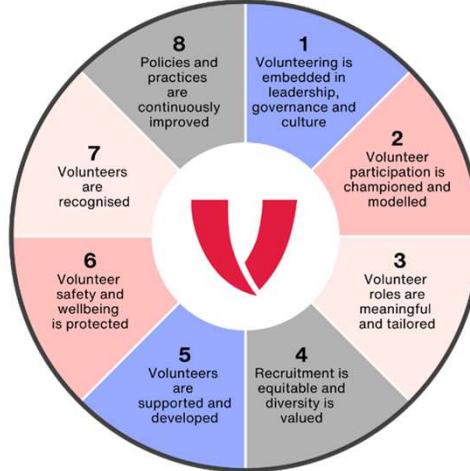
Volunteer Management & Strategy

Volunteering is integral to the services and supports that many organisations provides to its community and clients.

Investing volunteer management helps to build the capacity of everyone involved.

Developing a volunteer strategy and framework will assist in building the profile of the organisations volunteer programs and opportunities

The strategic development of partnerships and collaborations both internally and externally, helps increase the opportunities, experiences, and outcomes for volunteers.



(National Standards) provide a framework for how to involve volunteers safely and effectively in an organisation or group.

The standards are an amazing resource and have many tools designed to help you apply and implement actions in line with the standards, your programs and how to progress the development or growth of these in your centres

Each of the 8 NSVI help to promote, foster, strengthen and provide structure and systems for great leadership in volunteering

Show of hands..... Who has utilized the standards here before? Anyone developed an action plan based on the standards?

The eight National Standards for Volunteer Involvement are a best practice framework to support safe, effective and inclusive volunteering.

- Standard 1: Volunteering is embedded in leadership, governance and culture
- Standard 2: Volunteer participation is championed and modelled
- Standard 3: Volunteer roles are meaningful and tailored
- Standard 4: Recruitment is equitable and diversity is valued
- Standard 5: Volunteers are supported and developed
- Standard 6: Volunteer safety and wellbeing is protected
- Standard 7: Volunteers are recognised
- Standard 8: Policies and practices are continuously improved

Adoption of the National Standards has direct benefits to both volunteers and to organisations and groups:

They help improve the volunteer experience and ensure that the wellbeing of volunteers is supported and their contributions are valued.

They provide best practice guidance and benchmarks to help organisations attract, manage and retain volunteers and support effective risk and safety practices.

Activity Time



We're going to briefly look at the 'Volunteer Leaders Checklist', in particular Standard Four, Volunteer recruitment.

This checklist is a tool for volunteer managers and senior leaders to understand the National Standards from a volunteer perspective. It can be used as a tool to compare current practices against best practices

We know recruitment is a major focus and often a challenge for many centres, let's look through this list now and as you do I'd like you to take note of

- things you've not thought about
- things that stood out you may not know
- things you think you can do better

4. Recruitment is equitable and diversity is valued

- Volunteers and potential volunteers can find out about roles through a range of contemporary methods.
- Volunteers and potential volunteers have access to information about the organisation.
- Volunteers were aware of the role requirements and selection process before applying formally.
- Volunteers and potential volunteers are aware of contact points in the recruitment process.
- Volunteers and potential volunteers are informed of outcomes for role applications.
- Potential volunteers are aware of the knowledge, skills and attributes that are required for the role.
- No discrimination is experienced by volunteers.
- Volunteers are familiar with the organisation's inclusion principles and diversity policies.
- Volunteers feel included and accepted.
- Volunteers of varied abilities and skills are supported in roles.
- Volunteers are aware of screening requirements.
- Volunteer files and documentation is securely stored
- Volunteers give consent to screening checks before screening.
- Potential volunteers are advised if criminal records will affect their application.

The National Standards for Volunteer Involvement (National Standards) are a best practice framework to guide volunteer involvement. They are an essential resource for all organisations and groups that engage volunteers. The National Standards can be used flexibly, recognising that volunteering takes place in highly diverse settings and ways.

Adoption of the National Standards has direct benefits to both volunteers and to organisations and groups:

They help improve the volunteer experience and ensure that the wellbeing of volunteers is supported and their contributions are valued.

They provide best practice guidance and benchmarks to help organisations attract, manage and retain volunteers and support effective risk and safety practices.

Community Development, Capacity Building & Volunteering



SLV

Community Development

Community development is a process where community members are supported by agencies to identify and take collective action on issues which are important to them.

Community development empowers community members and creates stronger and more connected communities, just like volunteering .

Community Development embeds a bottom-up approach, whereby community members are in control of the development of the initiatives THEY have recognised for the community, Volunteering provides the opportunity for community to action their ideas and contribute in a way that matters to them

The theoretical and practical approaches of Cd and volunteer engagement are strongly aligned, understanding your centres/orgs purpose and the motivation of the community/volunteer are integral to both, lets look at this now

Why is volunteering & capacity building important?



- Builds capacity of individuals, groups, communities and organisations
- Enhances services and experiences available to the community
- Helps address loneliness
- Increases wellbeing, happiness and makes people healthier
- Creates a sense of belonging to places and people

The way you tell the story of your centre, design volunteer opportunities, encourage inclusion, support community involvement and volunteers, the more thought you apply to this the better the outcome can be.

Let's look at this now!

‘True Purpose’

Knowing the true purpose an organisation exists is crucial when considering recruiting volunteers.

Sometimes the reason why an organisation exists gets lost in the rush to engage volunteers; so what is the true core thing that your organisation does – why does it exist?

What is the need that it addresses and how will this need be met by volunteers?

Using the mission and vision of your organisation, sporting group or club, uncover the true purpose of why it exists.

Once this has been established, you can develop a recruitment campaign and how you tell the story of your volunteer programs and community impact.

support grow celebrate

Let's look at your 'true purpose'

True Purpose' please spend some time considering and asking the "whys' of your volunteer programs

Are you:

- interested in increasing capacity of service – maybe looking for highly skilled vols; won't need training by staff.
- Or empower members of the community. The other might take people with low confidence knowing that staff will invest a lot of time in supporting them.

Consider

*Did you know what your organisations true purpose is? This activity helps you define this

*Does your work/your volunteer programs reflect this?

*Where do your volunteers learn about your purpose?

Running a volunteering program might take so much time that it does not increase capacity or free up staff.

Answering the 'Why' will help you decide whether or not this is important

'True Purpose'

We [volunteer program or centre purpose]...



Which produces [output – the 'what' ...]



We do this so that [immediate outcome]...



So that [intermediate outcome]...



So that [intermediate outcome]...



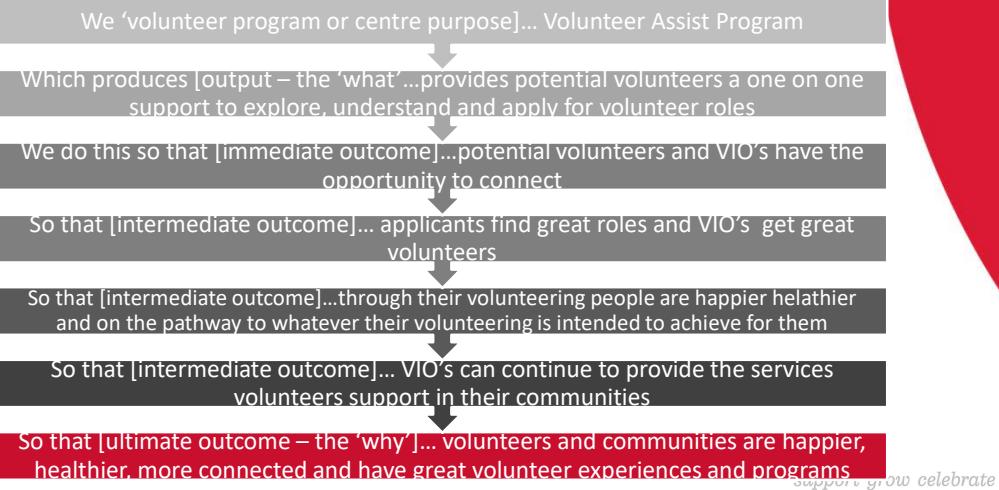
So that [intermediate outcome]...



So that [ultimate outcome – the 'why']...

support grow celebrate

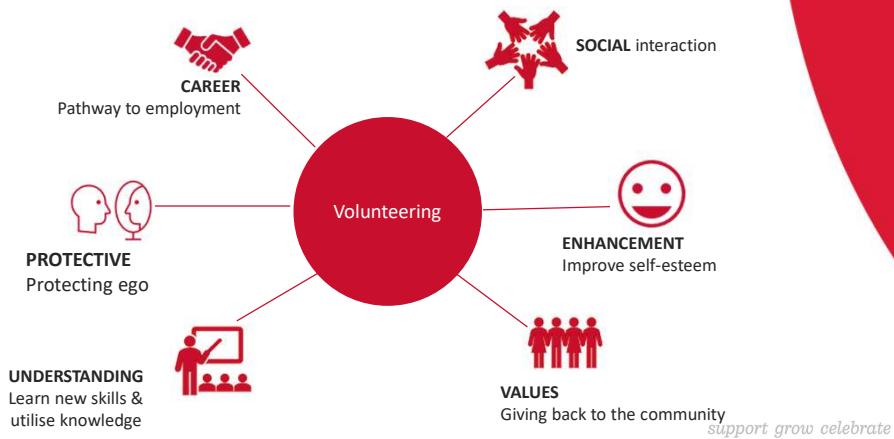
'True Purpose'



Think about the what you do and your why for a moment... start to note down your thinking

This is your story, your purpose and should be reflected in your volunteer documents, pd's and promotions, it is the why that connects people to you and the why that connects your programs to people

What Motivates People to Volunteer?



Knowing what motivates people is another key element to this.....

There are hundreds of reasons why people volunteer but we can group them into 6 key motivations and it's important to understand the motives behind volunteering.

- 1) **Social** – A way to develop and strengthen social ties and to receive acceptance and acknowledgement from peers
- 2) **Enhancement** – A way to help the ego grow and develop “volunteering increases my self-esteem” and “volunteering makes me feel better about myself”
- 3) **Values** – To express altruistic and humanitarian values. **Volunteers have the desire to help those less fortunate than themselves.** Volunteers see participation as an opportunity to provide a meaningful service to others
- 4) **Understanding** – A way to gain knowledge, skills and abilities
- 5) **Protective motives** – a way of protecting the ego from the difficulties of life “a good escape”
- 6) **Career** – A way to improve career prospects.

Understanding why people want to volunteer is an important part of volunteer attraction, when I ask how you attract volunteers you told us..... Examples!!!!

How you tell the ‘story’ of your volunteer programs and roles, impacts the type of volunteer you will have apply, your roles need to connect with a person’s motivations to get them on board.

Knowing how these connect is key It's often talked about mutual obligation volunteers, people need hours, you need volunteers, how do you make it work? Your recruitment process will ideally give the opportunity to get to know your applicants motivation, what they are interested in and how these align. Where do you see a spark of interest, a useful skill that could connect people seeking hours for Centrelink; do you know how to say no?

The reality is, some MO volunteers will find their connection and may stay beyond their obligation needs, others will walk out the door as soon as they no longer need to be there. You can't make assumptions about either, as with all volunteers having a continued connection, conversation and providing informal and formal opportunities for feedback and discussions about the role is key to managing this.

Or do you feel the pressure to accept all applicants? Matching interest and skills to a role is core to the success of the role and the service for your community,

Standard 7: Volunteer Recognition – Volunteer contribution, value and impact is understood, appreciated and acknowledged.

- The governing body & employees understand how volunteers benefit the organisation, service users & the community.
- Volunteers know how their contributions benefit the organisation, service users & community.
- Organisations regularly acknowledge contributions made by volunteers & the positive impact on the organisation, service users & community.
- Volunteer acknowledgement is appropriate to the role and respectful of cultural values and perspectives.

Volunteer recognition is crucial to volunteer retention. When volunteers feel appreciated and important, they are more likely to feel connected to their volunteering with you and continue their involvement

WHY IS IT IMPORTANT THAT WE SAY THANK YOU FOR THE VIO?

- It demonstrates that you are doing the right thing – volunteers are integrated into the organisations work
- You will have more people to raise awareness of the work your org does
- Add more opinions
- Increase/improve service delivery
- A culture of appreciation is built & being appreciated leads to greater productivity (research) we see volunteers are valued, volunteers are celebrated)
- Staff can concentrate on projects and things left on the to do list
- Lower turnover of volunteers = more time (if you aren't spending all your time recruiting volunteers)
- Improved volunteer and staff morale
- Builds a sense of community within the volunteer team
- It demonstrates that the program they volunteer with is being recognized as important
- Might increase volunteer donorship
- Organic word of mouth recruitment
- Could lead to new collaborations with other organisations (WoM)

A thankyou says that **we are acknowledging you for showing up** and **we appreciate that you have taken the time to participate.**

How to build acknowledgement into daily practice



- ✓ Have a volunteer training program
- ✓ Respect volunteers' values and time
- ✓ Be available
- ✓ Build a community
- ✓ Build a culture of gratitude
- ✓ Communicate effectively
- ✓ Provide memorable experiences
- ✓ Recognise personal achievement

support grow celebrate

As volunteer leaders, how do you build recognition into our daily practices and develop a culture of appreciation?

Create a solid strategy for a volunteer training program. Proper training is one of the most important factors in the sustainability of your volunteer program. It's key for the motivation, and development of your volunteers. When organisations offer volunteers a chance to receive specialized training, the volunteers understand that the organisation is investing in them – and therefore appreciate them as worthy of investment

Respect volunteers' values and time. By understanding your volunteers, you'll get to know them and what they stand for and will be able to truly respect them. Value their opinions, and be aware of their limitations and don't push them. Take the time to learn something from them to improve your non-profit.

Be accessible at all times. Volunteers often encounter issues when it comes to fulfilling their commitment. Those issues should be solved efficiently and quickly, and the best way to do it is to be accessible to them at all times. Create a contact group on social media, provide several ways to contact you and provide a designated supervisor if they need immediate help.

Build a community. Nothing will make your volunteers feel more welcome than a social gathering. For example, organize a place and time, bring in some food, and allow your volunteers to socialize before they get to work on a project. Neglected volunteers won't come back, but those who make social connections will keep coming back. The vast majority of your volunteers will come and go; that's the nature of their work as their priorities and availability change. It's important to try new things and stay flexible.

Build a culture of gratitude. HOW DO YOU BUILD GRATITUDE OF VOLUNTEERS INTO THE ORG CULTURE? Staff meetings – "I just want to share with you that ?? Assisted the ?/ service and without them"

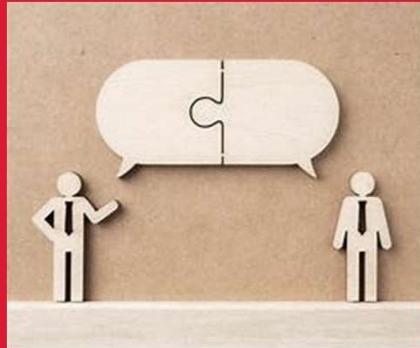
Communicate effectively. Keep volunteers up-to-date with your events and opportunities. People feel appreciated when invited to collaborate and participate, so be sure to make communications a two-way street, using different media and tools, to share and seek information. Then listen and use the insights your volunteers provide. Be sure to talk about how any upcoming changes and improvements have resulted from volunteer feedback.

Provide memorable experiences. Volunteering should offer an enriching and rewarding experience in exchange for their time. Share success stories with your volunteers, allow them to see the impact they're making in the community and projects in action, understand their interests and take time to get to know them to personalize experiences based on preferences and abilities.

Recognize personal achievements. Providing recognition boosts engagement by creating a link between the volunteer and the impact they're making in the community.

ASK: What are you doing to keep volunteers fully engaged, fulfilled and motivated?

Challenging conversations



SUPL

Sometime we need to have trickier conversations with our volunteers and people applying for volunteering.. There can be many different reasons for this, preparing how you may mange before this occurs and providing training for your volunteers if recognised they may need this for their role is a part of your responsibility legally and morally

Explore how to prepare for and conduct challenging conversations with volunteers, focusing on effective communication.

Standard 6: Volunteer safety and wellbeing is protected

The health, safety and wellbeing of volunteers is protected and volunteers understand their rights and responsibilities. This standard commits the organisation to protecting volunteer safety and wellbeing and recognises its duty of care to volunteers.

Adopting this standard assists the organisation to meet its obligations for the health, safety and wellbeing of volunteers, manage risk and provide a supportive and responsive workplace for volunteers.

support grow celebrate

Legal responsibilities to manage and consider the psychosocial impacts of these conversations and processes on the volunteer experience and the implications of this not being done well

Volunteers and Legislation

Volunteers have the same rights as paid staff to be protected from harm and be provided with healthy and safe working environments.

Consider:

- Fair Work Act
- Workplace Safety and Wellbeing
- Working with Children & Working with Vulnerable People Schemes
- Anti Discrimination Acts
- Australian Human Rights Commission Act
- Privacy Act
- Intellectual Property Acts (predominantly Copyright & Trademark)

Not for Profit Law – National Volunteering Guide

support, grow, lead

National Standard 6: Volunteer safety and wellbeing is protected

The health, safety and wellbeing of volunteers is protected and volunteers understand their rights and responsibilities.

6:1 Effective working relationships with employees, and between volunteers, are facilitated.

6:2 Organisations and groups meet their legal and ethical obligations to protect volunteers from harm.

6:3 Processes are in place to protect the health, safety and wellbeing of volunteers in their capacity as volunteers, including relevant insurances.

6:4 Volunteers understand and have access to complaints procedures

6:5 Complaints, concerns and safety incidents are analysed to identify causes and inform continuous improvement.

The National Volunteering Guide provides excellent case studies and guidance around organisations legal obligation when it comes to volunteers:

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

Fair Work Act –

Workplace Safety and Wellbeing –

Working with Children & Working With Vulnerable People Schemes –

Intellectual Property – Any volunteers participating in creative design (such as social media content, newsletter content, website content or logo design) own the IP of the work they design. They are not covered in the same way that paid staff under contract are, where the organisation owns the IP of the staff member's work. In these cases, volunteers can sign agreements to grant the organisation ownership of their work created in the scope of their role.

Further details of this can be found in the National Volunteering Guide. [Volunteer Management Guide for Non-profits | Not-for-profit Law \(nfplaw.org.au\)](http://nfplaw.org.au)

Policies, procedures & training



- ✓ Your organisations policies and procedures around volunteer engagement and management help shape how and when you may have formal conversations that may be difficult
- ✓ Day to day interactions can at times present unplanned difficult conversations that you may need to address on the spot
- ✓ What training and supports are provided for volunteers and staff to support difficult conversations and wellbeing

support grow celebrate

- ✓ Code of Conduct
- ✓ Volunteer feedback, complaints and grievance procedures
- ✓ Review and Exit Procedures:

These procedures are there to help guide and protect your volunteers, yourselves and your organisation when dealing with difficult matters

You all have responsibility and a duty of care to communicate and manage your volunteer interactions thoughtfully, intentionally, and with the principles of natural justice in mind

CCSA and Volunteering SA & NT provide members and centres with a variety of programs that can upskill and support volunteer management and importantly mental health and wellbeing; knowing how and where these supports and information lie, embedding into your practice and ensuring volunteers are aware is essential, knowing your boundaries in supporting volunteers and when to

reach out for external help and support is also integral.

Think about.....



support grow celebrate

Think of an example of a difficult conversation or matter you have dealt with, seen or are currently facing.

Note down the problem, how you think you may approach this, what are you worried about?

What would you differently? Hindsight is a magnificent thing! I'd like to encourage to take some time after today to work through this matter and plan how you will or would approach this? What is your procedure? Does it work or apply? Or do you need to create one?

What will you say? Who will be with you? How will you record this? Who do you talk to for support?

Knowing these steps before you are faced with a difficult or traumatic conversation can help,

The 4-Step Difficult Conversation Framework

1. Prepare
2. Start with curiosity and respect
3. Listen actively
4. Agree on next steps

support grow celebrate

Scenario – have a stall at an expo and you've asked a volunteer, someone with English as a second language, to help you out. You've asked them to be proactive and engage with the public but they are sitting behind the table and are on their phone

This isn't the first time they have exhibited this kind of behaviour, they don't seem very engaged in anything you ask them to do and are more interested in their phone

Prepare

Volunteering & Wellbeing



Research tells us that volunteering can be very meaningful and enjoyable, and in turn may be good for your mental health and wellbeing.

Volunteering can:

- give you a sense of achievement and purpose
- help you feel part of a community
- help you feel better about yourself by improving your self-esteem and confidence
- help you share your talents, learn new skills and create a better work-life balance
- help combat stress, loneliness, social isolation and depression
- help you meet new people, which can help you feel more connected and valued

support grow celebrate

[Benefits of volunteering | NSW Government](#)

Insights Insight 1: Volunteering is associated with better perceived mental health and quality of life.

Insight 2: Volunteering supports mental health by increasing psychological and social capital.

Insight 3: The mental health benefits of volunteering vary among groups.

Insight 4: Type of volunteering activity has not been found to affect mental health outcomes.

Insight 5: The extent to which volunteers experience mental health benefits depends on their motivation to volunteer and satisfaction with the volunteering experience.

Insight 6: Volunteering can play a strong role in mental health recovery. ☑ Volunteering can be a component of social prescribing programs, in which primary care providers link patients with non-medical sources of support within the community.

Insight 7: In some situations, volunteering activity can have mental health risks. Volunteers experience slightly different mental health impacts than paid staff.



Take a moment or 2 now to reflect on todays session

Think about what you have heard or considered today and add what you can or will do now to address or reconsider some of challenges, what could be your 'next steps'?

There's some great research and resources out there, this powerpoint and resource links will be sent to after the summit to help you explore this further!

Share full circle moment if time

Where to learn more



Community Centres SA Members portal

Volunteering SA & NT website

We've covered a lot today!!!

Why you do what you do

How you do what you do

What this means for your missions

What this means for your communities

Your desired outcomes, your pathways

And how the reason you exist should reflect in all your communications and volunteer processes

Your story is what will attract people to you, tell it with passion, with consistency and if you are feeling a little lost, not sure where or what to do, go back to this as this true purpose will help you reset and come back to your heart

Without leadership there is no volunteering, this is at every level, the day to functions and operations, the strategic planning and voice within your council, and the voice of leadership, change and advocacy in the sector

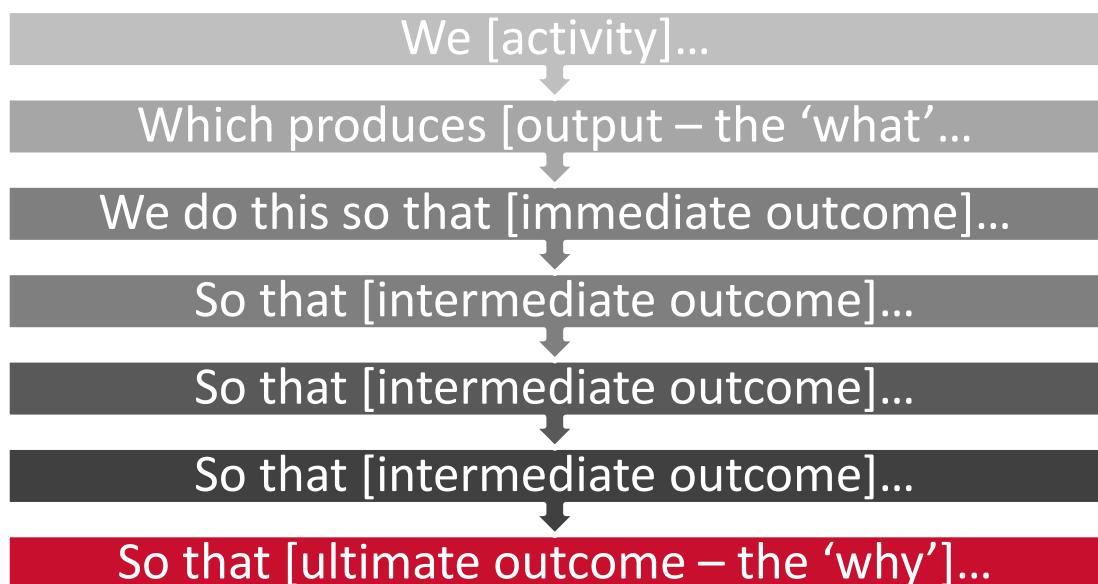


Any Questions?

True Purpose

Knowing the true purpose an organisation exists is crucial when considering recruiting volunteers. Sometimes the reason why an organisation exists gets lost in the rush to engage volunteers; so what is the true core thing that your organisation does – why does it exist? What is the need that it addresses and how will this need be met by volunteers?

Using the mission and vision of your organisation, sporting group or club, uncover the true purpose of why it exists. Once this has been established, you can develop a recruitment campaign.



We _____

Which _____

We do this so that _____

So that _____

So that _____

So that _____

So that _____