

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

POLICY DIRECTORATE

ADMINISTRATIVE INSTRUCTION NO. 43

OPERATIONAL GUIDELINES FOR VOLUNTEER ACTIVITIES

These Guidelines must be read in conjunction with the Department's POLICY STATEMENT NO. 32, VOLUNTEERS.

The Volunteer Policy Statement broadly outlines the approach to be taken to the management of volunteer activities. In many respects, the management of volunteers and their activities is identical to the management of paid employees and similar degrees of flexibility are required to build an effective working relationship. It is, however, essential to recognise that no one formula will work in all cases.

Volunteers are not a source of second rate free labour. In the first instance, they are not free at all - supervision, training, equipping and rewarding volunteers all consume resources. Secondly, volunteers can be highly skilled. If you are to get the most (for both sides) from your relationship with volunteers, the golden rule is to treat them as if they were staff. Volunteers working with CALM are giving up their valuable time to assist us in achieving our objectives. They will want to be sure that they are making a positive contribution and are not being treated lightly by the CALM employees with whom they work.

Similarly, paid staff will want assurances that volunteer involvement is not threatening their own position or status within the Department. It is essential that staff should be involved with volunteer projects from the generation of the initial ideas right through to the evaluation phase.

These guidelines are divided into three main parts. Part 1 gives general guidelines for the management of volunteers and their activities. Part 2 gives specific information about the management of Honorary CALM Officers, while Part 3 deals with other CALM volunteers.

PART 1 - GENERAL GUIDELINES FOR CALM VOLUNTEERS

The management of volunteers and their activities is in many respects similar to that of paid employees. However, of course, there are differences particularly those brought about by the non-monetary motivations of volunteers. The following broad

guidelines will be of assistance in your involvement with any volunteer groups or individuals.

### 1.1. Motivation

As stated in the background to the Volunteer Policy, a volunteer may be defined as "someone who undertakes work of their own free will without payment and for the benefit of the community". The fact that these people volunteer "of their own free will" indicates immediately that they are likely to be highly motivated. The issue therefore is not so much how to get volunteers motivated but how to keep them that way.

In cases where formal interviews are held during the recruitment process, you should get a good feel for the individual motivations of your volunteers. In other cases, it is highly desirable for your Volunteer Liaison Officer to get to know volunteers on an individual basis so that their motivations can be ascertained. It is widely suggested (eg. in Marlene Wilson's 1976 book "The Effective Management of Volunteer Programmes") that there are three primary motivations for volunteering. These are:

1. Need for achievement - satisfied by the performance of meaningful and challenging tasks.
2. Need for power - satisfied by being given authority and responsibility.
3. Need for affiliation - satisfied by working with people as part of a team.

To these, we could add one more motivation - the desire to learn - which will be satisfied by the acquisition of new skills and/or knowledge.

People may obviously have more than one motivation but it may be helpful to try and assess which is particularly important to each of your volunteers. This knowledge will then enable you to keep each person highly motivated by assigning them to activities which fulfil their needs.

It is essential to note however that there is no substitute for meaningful work. Volunteers should never be given "makework" in the belief that any job is better than none. If you don't have meaningful activities for volunteers to carry out, don't have volunteers!

Similarly, it is important to ensure that volunteers and paid staff share the "glamour" jobs. If either group feels it is being given only "hack-work", discontent will quite justifiably result.

The task itself is, of course, not enough. Volunteers must also be given appropriate recognition for their contributions. The form of this recognition may need to vary according to individual motivations, however, all volunteers need to know that they are recognised and appreciated by you and your staff. Constructive feedback is essential to the continued effectiveness of a volunteer programme. It is important however, to listen to the comments of the volunteers as well as offering your own.

Some hints on other ways to recognise the efforts of your volunteers are given in the next section.

## 1.2 Reward Systems

Although volunteers do not work for money, they still need to be recognised and rewarded for their efforts. Rewards are an essential part of maintaining motivation and as discussed in the previous section, they will need to be varied according to the individual motivation of volunteers. Non-monetary reward options can be as diverse as your imagination will allow. Some rewards commonly used to recognise volunteers are:-

- hold an end of year dinner for your volunteers
- send cards to volunteers who are sick
- act as a referee for volunteers seeking jobs
- invite your volunteers to staff meetings and functions
- grant special privileges to your volunteers, eg.
  - . behind-the-scenes tours
  - . special "invitation only" events
  - . camping privileges
  - . staff discount on publications
  - . access to library material
  - (personal/Regional/Branch etc).
- design and print certificates recognising service
- hold a birthday party for volunteers on the anniversary of their commencement (or on their birthday!)
- give volunteers recognition in CALM News, local papers etc.
- a simple "thank you" at the right moment
- provide opportunities for additional training, more responsible positions and challenging tasks.

The US Volunteers in Parks Training Manual lists five full pages of suggestions for rewarding and motivating volunteers - use your imagination! Creative rewards don't necessarily cost much at all.

Social activities can also play a big part in maintaining motivation and group cohesion. Try organising an activity for your volunteers which takes them away from their familiar environment. This could be related in some way to their volunteer duties (eg. a social visit to another park etc) or totally unrelated (eg. a barbeque at someone's

home). Such activities will be important in building a team spirit among volunteers and will also provide informal settings for feedback. Remember to invite volunteers to staff social functions as well.

A final word - don't forget to recognise and reward paid staff who are working with volunteers. It is important to remember that successful volunteer programmes require a team effort between paid staff and volunteers and that all of them need recognition and rewarding for their efforts.

### 1.3 Recruitment

As with paid staff, recruitment procedures for volunteers are designed to put the right person in the job. Procedures vary considerably according to the nature of the volunteer activities to be performed and are dealt with separately in Parts 2 and 3 of these guidelines.

### 1.4 Training

Volunteers, like paid staff entering the Department, will need varying degrees of training. Some volunteers may already have the skills required to perform the duties of the position but will still appreciate orientation into the Department. Orientation training will achieve a number of objectives. It will:

explain to the volunteer the basic objectives and structure of the Department;

let them know where their project or activity fits in to the broader scope of Departmental activities;

clarify lines of authority;

establish the dos and don'ts of the position;

let the volunteer know that you take him/her seriously.

In many cases, orientation training will need to be augmented by skills training. A "volunteer certificate" course may be developed by the Department for the training of Honorary CALM Officers. This would consist of a series of modules (some run by the Department and some through TAFE) which would lead to a form of accreditation for volunteers in certain activities (eg. interpretation, marine park management) and could be taken by any CALM volunteer. Completion of the certificate course by a volunteer would assist in obtaining appointment as an Honorary CALM Officer should this be desired. Initially however, training will be the responsibility of those CALM staff administering the volunteer project with assistance from Training and other specialist staff. Training should be carried out by suitable staff (or volunteers) and should

obviously be tailored to the demands of the position. On-the-job training will suffice in some cases but in others, specific training sessions will be far more successful.

It is always worth considering including your volunteers in any staff training being carried out. Not only does this streamline the training procedure but it is also an excellent way to let your volunteers know that they are an important part of the organisation. Opportunities for favourable staff/volunteer interactions are also provided.

The other side of the coin is of course the training of those who are to supervise and train volunteers. Although there are many similarities between the supervision and training of paid and unpaid employees, a number of extra considerations are involved in the motivation, reward etc of volunteers. The Community Involvement Coordinator will be responsible for the training of volunteer supervisors and trainers and will advise you on training opportunities.

### 1.5 Evaluation

As is the case with projects conducted by paid staff, all volunteer activities need to be evaluated. This can be informal, such as by simply asking paid staff and volunteers how things are going and making minor adjustments if required, through to formal evaluation of both projects and the volunteers involved.

It is important to remember that as volunteers gain experience and confidence that they may wish to seek more complex, challenging or responsible volunteer work. Evaluation sessions are an opportunity to find this out, regardless of the level of formality you decide to adopt. Many Honorary CALM Officers are likely to be drawn from the ranks of other volunteers, so be on the look out for potential recruits.

Unfortunately, there will be occasions where it is your duty to let a volunteer know that his/her performance has not been satisfactory. As with paid staff, this should be done tactfully but firmly. Required standards will have to be spelled out in detail and the consequences of non-improvement made clear. In most cases, the volunteer will be aware of the need for improvement and may even be glad of the "crunch" coming.

Should a situation arise where misconduct or continued unsatisfactory performance make it undesirable to continue with a particular volunteer, the person should have the situation clearly explained. Do not, however, believe that because the person is a volunteer you have no option but to continue to accommodate them. Volunteers, like paid employees will sometimes have to be dismissed. The use of "trial periods" with volunteers can, in some cases,

alleviate this problem to some extent. As explained in Section 2.7, Honorary CALM Officers can only be dismissed with the approval of the Executive Director.

Evaluation, however, should not stop at the volunteers themselves. Entire projects require evaluation as well. This is best conducted in an open session with all people involved in the project participating. Nature of projects, administrative arrangements etc can all be reviewed and suggestions for improvement can be incorporated in future programmes. The Community Involvement Coordinator can assist with suggestions on evaluation of volunteer programmes.

### 1.6 Administration

Administration of volunteer activities will be the responsibility of the Region, District, Park or Branch concerned. The Community Involvement Coordinator will be available for advice, suggestions and assistance with the establishment and running of programmes but will not be responsible for their administration. It will be necessary to budget on a programme by programme basis as the central budget will cover only the cost of uniforms (where required), reimbursement of out-of-pocket expenses and the Coordinator's direct expenses. A liaison officer is to be appointed for each Region and Branch involved with volunteers.

As stated in the Policy Document, the Coordinator will maintain a number of central registers relevant to volunteer programmes. These in turn will require operations and specialist staff involved with volunteers to keep some records. Most important of these is a list of volunteer numbers and hours worked on each project. This is essential for insurance purposes.

Insurance for all volunteers is held by the Department with the SGIO. This covers both personal accident and public liability but the SGIO requires that accurate records of numbers of volunteers and hours worked be kept in order to ascertain premiums. The records should be kept in the form of log books at each location where volunteers work. Volunteers are required to sign on and off on each occasion when they work, stating times of commencement and completion on that day. Records of volunteer names would be useful in order that recognition for service can be given.

The Coordinator also maintains a list of suitable volunteer projects and opportunities and all Departmental staff are encouraged to generate ideas for addition to this list. Even if your ideas cannot be implemented in your area immediately, they may be of use to other Departmental staff. The Coordinator will be in regular contact with Departmental officers and will request your ideas for inclusion. It may be useful to keep a list in your office.

The notification of unions will continue. Forms found in Administrative Instruction No. 31 accompanying the Public Participation Policy (No. 15) will be completed and forwarded to the Community Involvement Coordinator, who will send them to the appropriate unions. Any queries raised should be referred to the Coordinator. Changes in volunteer duties will necessitate the completion of a new notification.

In administering volunteers and their activities, it is desirable to appoint a single supervisor for each programme (not necessarily the Volunteer Liaison Officer). This simplifies lines of communication and ensures that volunteers have "someone to turn to" in the event of problems occurring. It is important to remember that if the volunteers are working on weekends or after hours that the person responsible may need to be available at these times as well.

In the course of their activities with the Department, some volunteers will incur legitimate out-of-pocket expenses. No blanket policy on reimbursement will apply. Instead, each case is to be considered on an individual basis (project by project and even volunteer by volunteer). The Coordinator can offer advice and guidelines on this issue though it should be noted that reimbursement can only occur on production of receipts.

Use of Departmental equipment by volunteers is permissible in some circumstances. Guidelines for approval can be obtained from the Coordinator.

Some volunteer groups working with other agencies are involved in fundraising activities. On occasions, such funds are offered to the agency for use in specific projects. The Department will develop mechanisms by which any such offers to CALM can be accommodated. The Coordinator will keep you informed of developments in this regard.

Any correspondence to be sent by volunteers in connection with their volunteer duties must be signed by the Regional, District or Branch Manager concerned. No correspondence is to be signed by a volunteer on behalf of the Department.

One of the many ways to reward the efforts of your volunteers is to act as a referee for job applications. CALM staff may provide written references on Departmental letterhead for volunteers upon request.

### 1.7 Identification of Volunteers

Official means of identification for volunteers can serve two main purposes. Firstly, it can be important in making volunteers feel special and therefore is a form of

recognition and reward. Secondly, members of the public are made aware of the fact that people are working with CALM in a voluntary capacity. This in turn projects a positive image for the Department.

Requirements for identification will vary with the type of volunteer (eg. Honorary CALM Officers will be issued with uniforms) and the nature of the duties being performed. More details are provided in Sections 2.9, 3.1.9 and 3.2.9.

## PART 2 - HONORARY CALM OFFICERS

Amendments to the CALM Act to be presented to Parliament during 1989 make provision for the appointment of Honorary Conservation and Land Management Officers (here referred to as Honorary CALM Officers). These people, appointed by the Executive Director, will be given certain "functions" conferred on CALM officers to be performed over specified parts of the State.

Because of the formality and legal status of such appointments, more stringent guidelines must be followed than is the case for other CALM volunteers.

Honorary CALM Officers will have similar status to CALM employees and would normally be appointed only in the following circumstances:-

. where some of the powers or perceived authority of CALM officers are pre-requisite to the performance of the volunteer activity(ies) in question;

AND

. where a very high level of commitment to assisting CALM over extended periods can be given by the individual concerned.

It is envisaged that the Honorary CALM Officers would function as a statewide "corps" of volunteers and would maintain extremely close liaison with CALM staff at all times.

### 2.1 Nature of Activities

Examples of activities requiring the appointment of Honorary CALM Officers are:-

- voluntary activities where the honorary officer may be required to be able to take the name and address of offenders
- supervision of other volunteer groups
- volunteer assistance programmes in remote or potentially dangerous situations where the power to require people to leave an area or to remove property may be essential



voluntary assistance to CALM in emergency situations where directions may need to be given to members of the public other circumstances in which effective performance of voluntary activities relies on the perceived "authority" of the volunteer.

It is envisaged that each Region, District or Branch would have a small group of Honorary CALM Officers at any time, each with specific duties.

## **2.2 Types of Volunteers**

Honorary CALM Officers will need to be extremely dependable and trustworthy members of the community. Their status as Honorary CALM Officers and the powers associated with their appointment should only be conferred on mature individuals who indicate both a commitment to CALM's objectives and a willingness to use their powers only to further those objectives.

In almost all cases, Honorary CALM Officers will be appointed as individuals rather than as members of an organisation. Existing CALM volunteers are an obvious source of Honorary CALM Officers. Scattered distribution throughout the State will preclude close contact between these people, however, they may belong to other CALM volunteer groups concurrently. The administration of the activities of Honorary CALM Officers will be carried out by the Region or Branch concerned with support from the Coordinator (see Section 2.8).

## **2.3 Motivation**

As Honorary CALM Officers will be people who make a high level of commitment to their activities, they will undoubtedly be highly motivated as well. Although the general section dealing with motivation of volunteers is relevant, it is essential that you ensure that Honorary CALM Officers have enough responsibilities to justify their level of commitment.

Honorary CALM Officers should not be appointed for "one-off" jobs but rather for roles requiring input over longer periods of time. Special attention must be paid to the ongoing motivation of Honorary CALM Officers.

## **2.4 Reward Systems**

The discussion of this subject in section 1.2 is also relevant to the reward of Honorary CALM Officers. Provision of uniforms for Honorary CALM Rangers, the trust indicated by the granting of powers to these people and the general recognition of their high status within CALM will be additional rewarding aspects of this role, however, they

will not be enough on their own. These people will be extremely valuable to you - recognise their efforts by appropriate rewards!

## 2.5 Recruitment Procedures

Prior to recruitment of Honorary CALM Officers, a detailed statement of duties is to be drawn up. This is to include a statement of the area of the State for which the person will be appointed and a description of any powers to be conferred.

Applicants can be sought in any appropriate way including word-of-mouth (eg. to existing CALM volunteers), club/organisation newsletters, newspaper articles and paid advertisements. Written applications are required on a standard application form available from the Coordinator. Those to be interviewed are to be chosen on the basis of written applications. Those not chosen are to be notified in writing immediately. Interviews are to ascertain motivation, times available for volunteer work, willingness to undertake training and length of time available as well as the usual information on skills, qualifications, experience etc. Character references must also be provided.

Successful applicants are to be appointed as Honorary CALM Officers for a probationary period of 6 months. A "contract" is to be drawn up specifying the hours that the honorary officer agrees to work.

Unsuccessful interviewees are to be notified in writing as soon as possible and offered the opportunity to discuss the interview with the officer(s) concerned. Wherever possible, these people must be offered alternative volunteer work either with CALM or organised through another agency.

## 2.6 Training

Training will be essential for all Honorary CALM Officers. As well as the usual orientation and skills training given to all volunteers (see Section 1.41, this group will require specific training in the nature and use of their powers under the CALM Act. A training "package" will be developed by the Coordinator and Departmental Training Staff and its use will be explained to your staff during training sessions run by the Coordinator.

In addition to the above, however, Honorary CALM Officers are to be encouraged to undertake the "volunteer certificate" course being considered by the Department. It is hoped that this course will be available externally for those Honorary CALM Officers living in remote areas. Training for CALM employees who supervise Honorary CALM Officers will be organised by the Coordinator.

## 2.7 Evaluation

Honorary CALM Officers, having similar status to CALM employees, are to be evaluated the same way. Initial evaluation is to be carried out using the standard Departmental forms at the end of the 6 month probationary period and a recommendation made to the coordinator concerning formal appointment as an Honorary CALM Officer. As for staff, the probationary period can be extended by 6 months in doubtful cases. Unsatisfactory performance should be discussed in full with the Honorary Officer concerned, steps outlined to rectify the problem and the consequences of non-improvement made clear. Such cases must be reported to the coordinator.

Once an Honorary CALM Officer has been formally appointed by the Executive Director, annual evaluations are to be carried out on the standard Departmental forms. All evaluation forms are to be forwarded under confidential cover to Human Resources Management Branch marked to the attention of the Community Involvement Coordinator.

There will be occasions where an Honorary CALM Officer (on probation or already appointed) will need to have his/her status removed. This must obviously be done as tactfully as possible and if available, alternative volunteer work offered. Any decision to dismiss an Honorary CALM Officer must be approved by the Executive Director.

As is the case with staff, less formal evaluation of Honorary CALM Officers should be an ongoing process.

## 2.8 Administration

The activities of Honorary CALM Officers will require careful administration, not only because of their potential high value to the Department and the status of this group in the community, but also because these people will have some of the powers of CALM officers. Day-to-day administration of Honorary CALM officers will be the responsibility of the Region, District or Branch with which they are associated but the coordinator will also maintain close involvement with members of this group. The liaison officer for each Region or Branch is to be responsible for administration of the works programme of Honorary CALM officers although face-to-face contact can be delegated where necessary to field staff approved by the Regional, District or Branch Manager.

The coordinator's major role will be to foster in the individual Honorary CALM Officers a feeling of group identity. This will be achieved by various special benefits and generally high levels of recognition from the Department.

Any CALM office acting as the base for Honorary CALM Officers is, where required, to provide office accommodation for them if available. The minimum requirement will be a desk and chair but when warranted (and possible) a telephone should also be provided. Honorary CALM Officers are to be given access to other office facilities as if they were employees (eg. tea/coffee making, administrative support etc).

Legitimate out-of-pocket expenses will be incurred by some Honorary CALM Officers. As is the case for other CALM volunteers, no blanket policy on reimbursement will apply. Each case is to be considered on an individual basis and should be discussed with the coordinator. A central budget has been provided for such expenses and for the provision of uniforms (see section 2.9). Production of receipts is essential for the reimbursement of out-of-pocket expenses.

## 2.9 Identification

Honorary CALM Officers will be provided with uniforms by the Department. Uniforms will not only enable members of the public to identify these officers but are also a form of recognition for their efforts. Uniforms will be paid for from a central fund and arrangements can be made by contacting the Coordinator.

## PART 3 - OTHER CALM VOLUNTEERS

As stated in the background to the Volunteer Policy, CALM will have a finite capacity to accommodate Honorary CALM officers. The high level of supervision, liaison and administration associated with this group will mean that a limited number only will be able to be appointed in each Region or Specialist Branch. However, there may well be a place for other CALM volunteers who's involvement with the Department does not entail such high administrative loads. Such volunteers could assist CALM employees directly or could be supervised by Honorary CALM Officers. Volunteers in this group can be formally or informally recruited depending on the particular situation.

### 3.1 FORMALLY RECRUITED VOLUNTEERS

There are some circumstances where it will be advantageous to recruit other volunteers similarly to Honorary CALM Officers. The two most common circumstances will be:-

- . where the activities to be performed require special skills or aptitudes;

AND/OR

- . where a limited number of volunteers is required (especially if the activity is likely to be popular).

Formal recruitment should increase the chances that the volunteer(s) chosen will be the best for the job. This in turn will maximise satisfaction and minimise the opportunity for disappointment for both parties.

### 3.1.1 Nature of Activities

Examples of activities for which volunteers could be recruited formally are:

- interpretive guiding
- biological survey work
- cataloguing of library collections, slides etc
- staffing of information centres
- office assistance
- production of interpretive literature
- wildlife caring

In each of these areas, special skills or aptitudes are required and/or limited numbers of volunteers can be accommodated.

### 3.1.2 Types of Volunteers

Formally recruited volunteers will in most instances be seeking volunteer projects on an individual basis. However, in some circumstances, it may be appropriate to formally recruit an existing group (eg. club or organisation) to carry out a particular volunteer project. In such cases, it may not be necessary to recruit each club member as an individual but rather to interview representatives of the group to ascertain their suitability.

Some volunteers will be recruited to long term projects such as voluntary interpretive guiding on trails in a National Park. In cases like this, it will be to your advantage (and theirs) to foster the development of self-administering volunteer groups to avoid heavy administrative loads on your staff in the long term. This is discussed further in section 3.1.8 .

### 3.1.3 Motivation

Motivations will vary considerably among volunteers. The material presented in the general guidelines (Section 1.1) is relevant here.

### 3.1.4 Reward Systems

If your volunteers are to remain motivated, you will have to ensure that they feel appreciated. This is an area open to creative thinking. Section 1.2 will get you started.

### 3.1.5 Recruitment Procedures

The formal recruitment process should begin with the writing of a detailed statement of duties for the position. This will not only clarify in your own mind what is to be done, but will enable potential occupants of the position to decide if they want to do the work. Performance analysis is also assisted at a later date by the existence of defined duties.

Obviously, there are numerous ways to seek applicants. Word-of-mouth, community announcements, club/organisation newsletters, newspaper articles and paid advertisements can all be used. Written applications should be requested to enable you to objectively assess applicants. Standard application forms will be available from the Coordinator.

For a programme requiring one or a very limited number of volunteers, interviewees can be chosen direct from applications, however, in cases where a large number of volunteers are required (eg. summer interpretive programme) it may be advisable to hold an orientation night at which the duties and functions are more clearly explained. This will enable applicants to determine whether they wish to proceed with their application. Intention to do so should be by way of a registration form.

Applicants completing a registration form are then vetted prior to interview. Remember, the interview should seek to establish such things as motivations, times available for volunteer work etc as well as the usual information on skills, qualifications, experience etc.

Once the successful applicant(s) is chosen, a number of options exist. A volunteer "contract" can be drawn up in which the volunteer agrees to work a certain number of hours/week. In the case of a project of defined duration, a termination date can also be stated. In certain circumstances, trial periods can be used to enable both yourself and the volunteer to assess their suitability and that of the project.

A word of caution about the unsuccessful applicants. To an even greater degree than with paid positions, the feelings of the unsuccessful applicants must be taken into account. In most cases, other volunteer work can be offered to these people (whether formally or informally recruited). It will be extremely uncommon to find an individual who could offer nothing to the Department in a voluntary capacity!

### 3.1.6 Training

Formally recruited volunteers will not require quite the level of training given to Honorary CALM Officers, however, as these people are likely to be performing responsible duties, they must be trained accordingly. Section 1.4 is relevant.

Volunteers who elect to complete the Certificate Course being considered will be obvious candidates for appointment as Honorary CALM Officers.

### 3.1.7 Evaluation

Just as formally recruited volunteers are usually interviewed on commencement, follow up interviews (or "appraisal interviews" as they are termed for paid staff) can be an excellent way to carry out evaluations of your volunteers.

These sessions will obviously involve two-way communication, with your impressions on the performance of the volunteer and their feelings about nature of projects, supervision etc being exchanged.

At such sessions, which could for example be conducted annually for ongoing projects (eg. volunteer guides) or at the end of a major project (eg. school holiday activities programme), you have the chance to assess levels of satisfaction, future plans, need for further training, desire for increased responsibility etc. It is also a formal opportunity for the volunteer to sound out your plans for the future and to make suggestions etc. There is no need for the use of the Departmental appraisal forms in this case although they may be a useful guide.

### 3.1.8 Administration

Formally recruited volunteers are likely to be working in two distinct types of programmes: "one off" projects and continuing projects. In the case of single projects with an identifiable end point, it is likely that CALM staff and/or Honorary CALM Officers will have to shoulder virtually all the administrative load. This is because the setting up of self-administering volunteer groups is unlikely to be a viable option when the volunteers will only be working on a project for a limited time. Thus training, evaluation, planning etc will be carried out by paid staff or delegated to Honorary CALM Officers.

However, as indicated in Strategy 4.12 of the Policy, volunteers engaged in ongoing projects (eg. interpretive guiding) are to be encouraged to become self-administering. This will lead to considerably reduced administrative loads for employees and Honorary CALM Officers but will only be necessary in cases where there are enough volunteers to warrant an independent organisation. Functions which can be (and in many existing organisations have been) taken over by the volunteers themselves are:

- organisation and running of meetings (a Committee is generally elected)
- recruitment of new volunteers

training of new volunteers  
 rostering of volunteers  
 maintenance of records of hours worked etc  
 setting and evaluation of performance standards  
 production of newsletters  
 organisation of social functions  
 supervision of projects

Not only does such independence benefit the paid staff however, but it can also enhance the level of satisfaction of many volunteers who enjoy the additional responsibility, challenge etc, of organising their own affairs. However, it will always be necessary for CALM staff to monitor closely the activities of self-administering volunteer groups to ensure compatibility with Departmental objectives etc.

For ongoing projects it is highly desirable to provide volunteers with a "place of their own". This can be anything from a desk in the corner of an office to a surplus Departmental house. Volunteers will appreciate somewhere they can work from without having to inconvenience others in your office. A desk and chair will be essential and if you can provide a telephone and even coffee making facilities, so much the better. Volunteer morale will be substantially improved by this sort of facility provision and paid staff won't have to be concerned that volunteers will "get under their feet".

### 3.1.9 Identification

Standard means of identification for formally recruited volunteers will be available through the Coordinator.

## 3.2 INFORMALLY RECRUITED VOLUNTEERS

In some circumstances, formal recruitment procedures for volunteers would be at best an unnecessary burden and at worst may actually turn potential volunteers away. These are likely to be circumstances where:

the skills required to perform the activity in question  
 will be possessed by most people or will be readily  
 attainable with minimal training

AND

any number of volunteers can be usefully accommodated in the activity.

In such cases, the only formal requirements will be those associated with legal, industrial and insurance matters.



### 3.2.1 Nature of Activities

Examples Of activities for which volunteers could be recruited informally are:

- weed control
- trail construction and maintenance
- brushing of denuded areas
- litter pickups
- tree planting
- erosion control work
- seed collection
- fencing

These are all cases well suited to the "busy bee" style of organisation and are likely to be increasingly successful with increasing numbers of volunteers who need no unusual skills or aptitudes.

### 3.2.2 Types of Volunteers

Most informally recruited volunteers will be members of existing clubs or organisations although "unaffiliated" individuals do become involved as well.

Due to the intermittent nature of most tasks performed by this type of volunteer, it is unlikely that a formal volunteer organisation will be required. It is far more likely that the primary allegiance of these people will remain with the clubs or organisations of which they are already members, with some of the group's activities involving volunteer work with CALM.

### 3.2.3 Motivation

Although they may not be volunteering their services for extended periods of time, informally recruited volunteers will almost always be highly motivated on the day as they have chosen that day to volunteer. The best way to assess individual motivation is to talk to these people on the job. As well as being an obvious courtesy, this will also provide insights into appropriate reward systems for each individual or group.

### 3.2.4 Reward Systems

The general discussion of rewards is highly relevant to informally recruited volunteers as well although some differences in emphasis apply. Informally recruited volunteers are often less consistent in their attendance at volunteer activities than formally recruited volunteers, as the latter are normally given responsibility for a particular role throughout a project. For this reason, special attention must be given to the design of reward systems for informally recruited volunteers.

Perhaps the most effective rewards are those directly associated with the volunteer activities themselves. This can be anything from drinks and/or a barbeque at the completion of a day's work to a "half-day-work, half-day-play" situation where volunteers go on a social activity in the afternoon having worked in the morning. This could also be done at the end of a weekend. Refer to Section 1.2 for a more detailed discussion of the issue of rewards.

### 3.2.5 Recruitment Procedures

Informal recruitment is essentially an exercise in attracting as many volunteers as possible. Getting the message out into the community is what is required and this can be accomplished in numerous ways including:

- word-of-mouth contacts
- articles or advertisements in local papers
- local radio/television interviews
- public notice boards (including those on CALM land!)
- contact with community and recreation groups
- public speaking engagements
- distribution of literature, eg pamphlets
- displays at shows, shopping centres etc
- approaches to schools and other educational institutions

A Departmental contact person (or phone number) should be given and interested people encouraged to get in touch to obtain more details. If a register of names, addresses and phone numbers of volunteers can be kept, then previous volunteers can be contacted for future projects.

### 3.2.6 Training

Informal recruitment, as stated, is generally appropriate where the skills required will already be possessed by most people or will be readily attainable with minimal training. However, this need not mean that training is unnecessary. In most cases, orientation and then on-the-job training should be sufficient. This can be conducted by CALM staff or, if possible, by experienced volunteers.

### 3.2.7 Evaluation

In keeping with the nature of recruitment procedures, informally recruited volunteers should also be evaluated informally. In reality, only those volunteers who are regular in their attendance will be able to be evaluated to any significant extent. As the activities carried out by these groups do not normally require special skills or aptitudes, it is less likely that a volunteer's performance will be considered unsatisfactory, however, if cases should arise, the comments made in section 1.5 may be relevant.

The major purpose of evaluation of informally recruited volunteers is to identify those individuals who can be given greater responsibility or more difficult and challenging roles. Such people for example, could be asked to supervise a group of volunteers or to suggest improvements to work procedures etc. Evaluation will normally be carried out by the staff member in immediate charge of the project who simply observes the activities of each volunteer.

In addition to the evaluation of volunteers themselves, the projects with which they are involved should also be evaluated. (What may seem like a group of unmotivated volunteers could on closer inspection turn out to be a poorly conceived volunteer project.) Evaluation of projects should be a continuous process but a more formal session at the conclusion is often a good idea. Both staff and volunteers should participate in such sessions.

### 3.2.8 Administration

Although the aim should be to minimise the amount of "red tape" involved in the administration of informally recruited volunteers, some records etc must be kept for legal and insurance purposes. The general section on administration (Section 1.6) is relevant and should be read before continuing with this section.

Because of the intermittent nature of most activities carried out by informally recruited volunteers, it is unlikely that they will become self-administering with respect to their involvement with CALM. Thus in most cases every aspect of a volunteer project will have to be administered by CALM staff or Honorary CALM Officers. As long as projects are well conceived and managed, however, this should not involve an unmanageable workload.

### 3.2.9 Identification

Formal identification will not normally be appropriate for informally recruited volunteers due to the nature of their work, high turnover rates etc. However, special circumstances should be discussed with the Coordinator.

*Syd Shea*

Syd Shea  
EXECUTIVE DIRECTOR

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