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DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

HONORARY CALM OFFICERS

IMPLEMENTATION REPORT

MAY 1993

INTRODUCTION

The implementation of the Honorary CALM Officer (HCO) program is perhaps the most challenging and difficult task the Community Involvement Section has had to undertake since its inception in 1988. The following factors make the program a challenging task:

- (i) implementation across the State;
- (ii) a wide range of tasks with varying training requirements;
- (iii) the higher profile and greater responsibility of HCOs will make recruitment, selection and training critical;
- (iv) potential HCOs will come from a wide range of education and cultural backgrounds and possess different levels of knowledge and skills;
- (v) training will need to be program specific and will vary according to (iv);
- (vi) the need to market the value of HCOs to some staff.

The program is a major undertaking by the Department and will only be successful if adequate resources are applied to it.

Honorary CALM Officers (HCOs) will become an important part of the CALM workforce and will add another level of expertise to CALM's volunteer organisation. They would normally be appointed only in the following circumstances:

- where some of the powers or perceived authority of CALM officers are prerequisite 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.

LEGAL BASIS

Recent amendments to the CALM Act make provision for the position of 'Honorary CALM Officer'.

Section 46(1) allows the Executive Director to:

"appoint any person to be,.....an honorary conservation and land management officer, for the whole or a specified part of the State."

In some instances the provision of legal authority to Aboriginal people (as opposed to traditional authority) will be a significant act. It will mean that CALM recognises the importance of their role in a tangible form. It will improve Aboriginal people's input to management of conservation lands and improve CALM's relationship with Aboriginal groups and communities.

CATEGORIES OF HONORARY CALM OFFICER

The Department envisages that Honorary CALM Officers will undertake tasks in one of four different categories:

1. Management

These HCOs will undertake tasks that provide surveillance/monitoring of a resource managed by CALM. Examples include a neighbour to CALM-managed land located in remote locations, a commercial fisherman who frequents a Marine Nature Reserve or an Aboriginal person who regularly visits a remote Nature Reserve, selected endangered flora volunteers including neighbouring landholders who would monitor the effects of public activities on a species of rare flora or fauna. These HCOs would have limited powers, restricted to a specified area and be recommended for appointment by the relevant District, Branch or Region.

2. Heritage Officers

A person could apply or be recommended by a local Aboriginal community to become an HCO. Such appointments would be made to assist CALM meet its responsibilities by providing an Aboriginal perspective in relation to traditional cultural issues, as well as assisting in wildlife management and research activities. Most appointments would be made in relation to one or more areas of CALM-managed lands. While it is expected that the vast majority of these appointments will be Aboriginal, it is not an essential criteria. The primary consideration will be that the person is recommended by the Aboriginal community and also acceptable to CALM. Similarly, people could be appointed to assist in the management of European cultural/heritage sites on CALM managed land.

3. Emergency Co-ordinators

These HCOs will act as co-ordinators or facilitators of other volunteers and volunteer groups in the event of emergencies such as Cetacean strandings or oil spills (not fire emergencies). Examples include the Co-ordinator WA 4WD Association and the co-ordinators of major whale rescue or cave rescue groups. These HCOs are seen as essential links between their volunteers and CALM Officers and an integral part of an emergency management program. At all times they would be under the supervision of the appropriate CALM officer.

4. Volunteer Facilitators

This group of HCOs is essential for the long term growth of CALM's volunteer program. Already many existing volunteers have taken on the responsibility of managing, supervising and organisation other volunteers. In some cases they actively encourage people to join the volunteering effort.

This situation will be formalised by making these people Honorary CALM Officers. It is envisaged that this group will take education and information programs to schools, assist in the creation of Friends Groups and new volunteer programs and provide advice and assistance to newly established volunteer groups.

HCO's will not be categorised according to these tasks. The above categories merely describe the range of HCO involvement to determine training needs.

Volunteers will be recruited from the following areas:

1. existing CALM volunteers;
2. Aboriginal communities;
3. trusted community members with a prior involvement;
4. ex-employees and associates.

This group will consist of people with considerable knowledge and experience who can and are willing to make an ongoing contribution to nature conservation. The primary purpose for including this group is to utilise a resource of experienced and knowledgeable people who, when in the field, are in a position to monitor and act on unlawful or irresponsible activities of which they may become aware. Examples of this group are, ex NPNCA members, ex or retired staff, senior academics, etc.

The level or extent of authority would be determined on a case by case basis by the nominating District, Branch or Region. Depending on the level and type of past involvement of each person, parts of the training course may be waived. This will be determined by the Community Involvement Co-ordinator in consultation with the Principal Training and Development Officer.

DEVELOPING HCO PROJECTS

HCO programs will be developed in the following ways:

Planning and Development

Honorary CALM Officers will be appointed only where there is an identified need that cannot be managed or carried out by CALM staff on a consistent or regular basis, within the categories described for Honorary CALM Officers. Districts, Branches or Regions will plan and develop an HCO program to achieve outcomes that would not otherwise be achieved.

Each HCO position (or group of positions in the case of a group project) should be described on a CLM 206 and the duties, training and powers (or lack of) required by the HCO should be specified. The project will require the usual staff input and local Union representative involvement, and will be forwarded via the Region to the Volunteer Co-ordinator as usual, for Union comment .

Recruitment

The Department already has a large and active group of volunteers. For some tasks the obvious place to begin recruitment is within this group. Most of these people will be known to CALM staff. An important aspect of recruitment is good selection. The task of selecting HCO's will be made easier if recruitment focuses on people with an understanding of CALM, especially those who have experience working with the Department. Volunteers who show leadership or other qualities may be suitable for certain HCO roles.

In some circumstances it will be necessary to recruit people as HCOs who are not known to CALM. For example, Aboriginal people nominated by communities and individuals who apply to carry out a certain task. In these instances it will be necessary to check thoroughly the applicant's credentials. The HCO Aboriginal Cultural Custodian record of interview schedule shown on page 11 will assist in this process.

Recruitment will begin by requesting Regional, District and selected Branch staff to nominate volunteers for tasks where HCOs provide the most appropriate use of human resources and/or the creation of the position will assist in developing closer relations with a local community(ies).

Selection

Selection procedures for HCOs will need to be appropriate to the group being selected from, the task being selected for and planned on a case by case basis. In some programs, for example, emergency co-ordinators, it would be appropriate to ask the nominees to attend an interview to assess their appropriateness to the position, assess their attitudes to CALM, and to determine their willingness to undertake the training.

In other instances such as Aboriginal cultural custodians, the first stage of selection will be carried out by the Aboriginal community. Subsequent selection procedures should be designed to reduce threatening or unfamiliar circumstances. Some nominations may not be acceptable to CALM, and in these instances the Department retains the right to reject nominees. It is essential that further consultation is carried out with the Aboriginal group to explain the reasons why the nominee is unacceptable.

The Interview Schedule for Aboriginal Cultural Custodians (see page 11) will help in the assessment of suitability of applicants/nominees and will also aid in determining the tasks that will be undertaken and the additional training beyond basic CALM orientation that will be required.

A general nomination form for HCOs is also available to assist with the nomination process. In the case of Aboriginal Custodians, the Interview Schedule (page 11) can be used as a guide in place of the nomination form (CLM211). In these cases, the use of both the Schedule and CLM211 is at the discretion of the interviewing officer, however page 1 of CLM211 will be relevant for Aboriginal custodians and should be completed.

Thorough selection is essential to ensure that the HCO workforce is one of acceptable character and attains a position of respect and trust within the organisation and the community. Suggested selection criteria are available to assist in the selection process (see page 17).

It should be made clear to nominees that the HCO program will only suit those volunteers who are able to give a high level of commitment to their tasks, and who are prepared to undertake training to an appropriate level. Only a limited number of places for HCOs are available. This should be emphasised to any potential nominee right from the beginning, to minimise disappointment if they are either not nominated or not selected.

TRAINING

All Honorary CALM Officers will be required to complete training appropriate to the individual, their existing knowledge base and the tasks they are undertaking. A training course is being developed and is designed to provide HCOs with the basic skills and knowledge needed to successfully carry out their role in the wider CALM volunteer program, and to make the experience a rewarding one for them.

Experience has shown that volunteers are generally eager to undertake training. The course will be modular-based and involve the completion of up to seven core modules and a minimum of two elective modules, depending on the background and role of the HCO. On completion of the required training modules, and subject to a satisfactory recommendation from the Regional Manager, the HCO will receive an Honorary CALM Officer Certificate, conferred by the Executive Director of CALM. Tables 1 and 2 show the draft modules being developed for training program delivery.

The training would also be available to CALM staff, as appropriate.

TABLE 1. Core modules proposed for the different categories of HCO. (See Table 2 for module titles.)

HCO Category	Core Modules
Management	1, 2, 3, 9, 21 or 14, 24
Heritage Officers	1, 2, 3, 24
Emergency Co-ordinators	1, 2, 3, 4, 15, 19, 24
Volunteer Facilitators	1, 2, 3, 7, 23, 24

HCOs can apply for accreditation for certain modules if they can demonstrate prior training or expertise in that particular subject area. Most modules would be no longer than four hours in duration and may be as short as two hours. The training will be provided by CALM staff.

Training will be ongoing and may take up to two years. Those selected for training could commence the training program as probationary HCOs .

The course will be available by correspondence for those people living remote to Perth. Most modules will be videoed and made available for training programs in Districts and Regions.

TABLE 2**HONORARY CALM OFFICER DRAFT TRAINING MODULES**

1 Orientation : An Introduction to CALM Functions & structure of CALM. Lands, waters & wildlife managed	2 Orientation: An intro to your Region and District Overview - including main tenures/tasks	3 Introduction to Volunteering Value of volunteering History of volunteering Motivations	4 First Aid Basic First Aid
5 Rare & Threatened Flora in WA Rare flora, its habitat and location in your Region	6 Introduction to Environmental Education What is it? Is it different to interpretation?	7 Communicating with the public. Conflict resolution Assertiveness Dealing with aggressors	8 Introduction to Heritage sites on CALM managed land What are heritage sites? Legislation Management
9 Wildlife Law, Law Enforcement & use of Authority Functions and role. Range of tasks. Use of Authority	10 Radios and how to operate them Radio & communication systems. Types of radios. Using radios	11 Intro to wildlife conservation Mechanisms and methods of wildlife conservation	12 Interpretation Techniques Ways of describing natural and cultural values in an interesting way
13 Supervising Volunteers Practices & approaches to supervising and managing volunteers	14 Marine Conservation in WA Marine conservation reserves system. Marine ecosystems	15 Marine mammals and birds In depth look at seals, dolphins, whales, penguins, etc.	16 * Intro Course on Volunteer Management Alternative to Modules 3 15 and 23
17 Endangered species Management in WA Endangered species unit. Concepts & principles of endangered species mngt	18 Endangered Fauna I & II In depth look at those species of endangered fauna in WA	19 Coordination of Emergency Situations AIIMS	20 Oil disaster contingency plans Detailed look at how CALM et al deal with major oil spills
21 Nature Conservation strategies in WA Aspects of the CALM's Nature Conservation Strategy	22 Managing remnant vegetation Value of remnant vegetation Objectives & programs currently operating	23 Planning and developing a volunteer program How to go about it	24 The role of HCO's I General II Specific CALM objectives in wanting HCO's. CALM's expectation of HCO
25 Coordination of operations involving Cetacean strandings CALM system for managing stranded marine mammals	26 Making sense of the CALM Act Plain English version of the principle parts of the CALM Act.	27 De-oiling marine birds & mammals Method and systems used Coordination	28 Basic Bush Safety Outdoor safety skills Survival skills

* Existing two-day course.

ADMINISTRATION

Identification

Not all HCOs will be eligible to receive a uniform. In some cases individuals will not feel a uniform is appropriate, for example, the watchful neighbour to a nature reserve. It is proposed that the existing uniform be modified and supplied to those HCOs where it is appropriate that a uniform be worn. The modification to the uniform would require a change to the logo so that the word 'VOLUNTEER' was replaced by the words 'HONORARY CALM OFFICER'. The HCO will also receive an identity/authority card.

Powers

Honorary CALM Officers may be provided with powers where necessary and on a case by case basis.

The Act allows the Executive Director to appoint HCOs for a specified part of the State. In most cases it will be appropriate to limit HCOs to a defined area such as a local government area, national park or nature reserve. The extent of the Authority should be determined by the District/Region or Branch supervising the Honorary Officer.

The powers of Honorary CALM Officers can be limited. Section 46(3) states:

A person appointed under subsection 46(1).....has, in respect of the State, or the part of the State for which he is appointed, such of the functions conferred by or under this Act or...."as are specified in the instrument of appointment"

The letter or instrument of appointment for each HCO would restrict the officer to specific powers (if they are necessary) and specify a geographic area where the powers may be applied, consistent with their role.

It is expected that the powers which may be required by HCOs would be limited to asking for a person's name and address, and requiring them to leave the land or waters.

In some instances, additional powers may be required but there would have to be a demonstrated need. These cases are expected to be rare. The maximum powers that could ever be conferred on an HCO are those relating to Conservation and Land Management Officers detailed in Section 124 of the CALM Act, Subsections (1), (4), (5) and (7)[b]. These powers may also be exercised when investigating some offences in relation to regulations made under the Act.

Any abuse of power detected and reported to CALM may result in the authority and Honorary Officer status being withdrawn. Training on the use of powers would be provided to HCOs where appropriate.

Appointment

HCOs will be appointed by the Executive Director and renewed annually pending performance evaluation. Appointments will be for an initial probationary period of 6 months. Authorities will not be issued until after the probationary period and at least two of the core subjects have been completed.

It will be necessary to develop a formal agreement (as part of the instrument of appointment) with each HCO. Such agreements are already available, operating within the volunteer program and working effectively.

Evaluation

HCOs will be evaluated at the end of the six month probationary period and thereafter annually. Performance evaluation (try to avoid the use of this term with HCOs) is an important part of the program and will allow monitoring of participants and the program, thus providing for ongoing improvements.

Performance evaluation in this context does not necessarily mean the Department's Performance Evaluation format. In a small number of cases the Department's PE system will be appropriate with some minor modification.

For most other performance evaluations District/Branch staff will devise a format with the HCO appropriate to the individual. An example of an evaluation form that may be appropriate for use with Aboriginal Cultural Custodians is provided (see page 14).

Funding

The HCO program would incur costs in the following areas:

- training (see below)
- uniforms (where uniforms are appropriate, the "Volunteer" badge would be replaced by an "Honorary CALM Officer" badge)
- reimbursement of minor expenses where requested, on a case-by-case basis, as determined at the District level
- administration
- staff time.

Apart from training, these costs would in most cases be relatively minor and absorbed as part of the current volunteer program.

Training is the area where more significant costs would be incurred, although costs will be minimised by providing the training at the Region/District level wherever possible to reduce travel costs.

A flexible training course will allow training to fit in, in many cases, with normal Departmental operations. For example, if a Perth-based staff member is required for a training session in the Region, the session could be timed to coincide with a planned visit by the staff member. Similarly, any field-based training could be designed to fit into normal District field operations.

Costs associated with the training program will include:

- * videoing
- * administration
- * staff time
- * materials/course notes
- * travel.

Training costs for Aboriginal HCOs could be shared with other organisations where the program is of mutual benefit. Some Aboriginal HCO programs may attract funds from the National Estate Grants Program and other federal funding.

Training costs will be met from the central training budget and the volunteer program budget.

If properly managed, the value of HCOs and volunteers in general to CALM and the community far outweighs the costs incurred by the program.

Existing honorary appointees

Where appropriate, existing honorary appointees (mainly Honorary Wildlife Officers) will be transferred to the HCO program. Those not considered suitable for transfer or retention as Honorary Wildlife Officers will be asked to relinquish their authorities.

APPLICATION FORM /INTERVIEW SCHEDULE

ABORIGINAL CULTURAL CUSTODIAN

Before commencing the interview explain to the person being interviewed that this is not a test but an information gathering exercise to assist CALM in determining the help we will need to provide. When asking questions use your discretion to modify or rephrase questions to suit the person's understanding of English.

Ensure that the nominee is aware that the position is an unpaid position.

GENERAL

SURNAME _____ FIRST NAME(S) _____

ADDRESS _____

_____ POSTCODE _____ AGE _____

TELEPHONE _____ (H) _____ (AH) _____

Do you have access to transport? _____ Drivers Licence No _____

Describe to the nominee the types of activities that CALM is hoping Aboriginal people will be involved in with this program.

- * *visiting areas to:-*
 - monitor cultural interests, including maintenance of sites;*
 - check disturbance to sites, including burial sites;*
 - help CALM staff to carry out protection measures to sites;*
 - provide Aboriginal perspective on land and wildlife matters.*
- * *report any requirements for management re. the above to CALM;*
- eg, roads, access, signage, closure of areas, use of names for areas, etc*
- * *record/research history of sites if appropriate;*
- * *assist research officers in recording cultural significance of areas if appropriate;*
- * *assist officers in developing appropriate interpretive material;*
- * *report any illegal/suspicious activities or evidence of such to CALM officers;*
- * *report interesting wildlife sightings to CALM officers;*
- * *assist officers with wildlife management programs.*

EDUCATION, SKILLS AND BACKGROUND

When asking these questions please explain to the interviewee that education is not a qualification or prerequisite to becoming an Honorary CALM Officer. CALM needs to know the formal training/background obtained by the person so as to determine the training necessary and appropriate to the task.

Have you ever done any study?

What has been your involvement (if any) with CALM?

Do you identify with a particular Aboriginal group or community? _____

If Yes, Please specify _____

Did this group recommend you to CALM? (ie, nominated as an Honorary CALM Officer) _____

Which land (managed by CALM) can you help us to look after? _____

Does this Aboriginal group visit the land(s) stated above? _____

If Yes, provide detail of activities _____

How well do you know this land? _____

How long have you been going to this land?

How often do you go there now?

If you become an HCO what things would you do when you visit this land(s)?

Could you do this work by yourself?

How will this information assist CALM ?

How do you intend travelling to the area(s)?

How often will you visit the area(s)?

Do you have any health problems?

Other Information

EVALUATION INTERVIEW

NAME _____

Is address still current _____

1. RECORD OF INVOLVEMENT

Date commenced as HCO _____

Has this officer completed his/her probationary period? _____

NOTE: If Yes, Section 3 must be completed at the end of this form relating to recommendations for continuation as an Honorary CALM Officer.

If No, date of last evaluation interview. _____

Is authority still valid/relevant? _____

CALM Officer completing interview _____

Date _____ Is drivers licence still current? _____

2. RECORD OF ACTIVITY

How many times have you been to _____ in the past year? _____

State other CALM managed areas visited _____

What types of things (general) have you been doing there? _____

Have you made any reports (written or verbal) to CALM on your visits? _____

If yes to whom? _____

Is there anything for CALM to do as a result of your visit(s)? _____

Are there any other issues you wish to raise?

3. RECOMMENDATION

Should this person be recommended to continue as an Honorary CALM Officer? _____

If No, please provide reasons for not recommending _____

Interviewing Officer _____ Signature _____

Date _____

Regional/District Manager _____ Signature _____

Date _____

4. AUTHORITY

Recommendations re. scope of authority _____

Geographic recommendations _____

Comments _____

SUGGESTED SELECTION CRITERIA FOR HONORARY CALM OFFICERS

1. It is desirable that the applicant/nominee is known to the Department either as a volunteer or through other involvement. If not known, character references would be required.
2. The applicant/nominee must have a positive commitment towards CALM and its objectives.
3. If powers under the CALM Act are required as part of the appointment, the applicant/nominee should understand the associated responsibilities and display a willingness to use such powers only to further CALM's objectives.
4. A willingness to undertake training is required.
5. There should be an identified need for the HCO which cannot be met on a consistent or regular basis by CALM staff.
6. The applicant/nominee should be a mature, dependable and trustworthy member of the community.
7. A person who has been convicted in a court of law may be considered ineligible for appointment, depending on the circumstances which must be given at the time of nomination or of conviction, if subsequent.
8. The applicant/nominee should be happy to carry out the tasks on an unpaid basis and understand that there is no obligation by CALM to offer him/her paid employment in the future.
9. Selection of HCOs for tasks involving emergency situations (eg. Cetacean strandings, oil spills) should only be on the basis of experience and proven ability. (At all times, HCOs in emergency situations should be responsible to the appropriate CALM officer.)
10. Access to own transport is desirable.
11. If the nominee or any member of his/her family has any commercial interest in flora, fauna or forest produce, or any other commercial interest which may relate to their tasks as an Honorary CALM Officer, their appointment will be at the discretion of the Executive Director.

RETURN THIS FORM TO: VOLUNTEER CO-ORDINATOR
DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT
PINNACLE HOUSE
16 OGILVIE ROAD
MT PLEASANT WA 6153

HONORARY CALM OFFICER NOMINATION FORM

GENERAL

SURNAME: _____ GIVEN NAMES: _____

ADDRESS: _____

POSTCODE: _____

DATE OF BIRTH: _____

TELEPHONE: Home () _____ Work () _____

Access to transport? _____ Drivers Licence No: _____

Are you on Workers' Compensation or Sick Leave? YES NO

A previous Workers' Compensation claim is not a barrier to the consideration of a nomination for Honorary CALM Officer. However, to assist in assessing opportunities for your placement in an appropriate role, please give details of any claim you have made for Workers' Compensation.

Is there any reason why you would be restricted in some areas of volunteer work? YES NO

Please specify: _____

NOMINEE'S SIGNATURE _____ DATE: _____

EDUCATION, SKILLS AND BACKGROUND

Education is not a prerequisite to becoming an Honorary CALM Officer. However, CALM needs to know the formal training/background obtained by the person so as to determine the training necessary and appropriate to the task.

Have you ever done any study?

What else can you tell us about your skills and experience?

What has been your involvement (if any) with CALM?

Have you had any other volunteering experience?

If you belong to any volunteer organisation that provides assistance to CALM, do you hold any position within that organisation?

Does this organisation support your nomination?

In what way can you assist CALM?

Are you happy to undertake training appropriate to your tasks?

How often will you be able to offer your services to CALM?

How do you intend travelling to the area?

Do you or any member of your family have any commercial interests in flora, fauna or forest produce, or any other commercial interests which may relate to your tasks as an Honorary CALM Officer?

YES NO If yes, please give details:

The WA Government's 'Code of Conduct' for Public Officers x requires that they recognise and declare any private interest they have which conflicts, or which represents the real possibility for conflict, with the work they are undertaking or the office they occupy. Where nominees answer YES to the above question, then steps to avoid a conflict of interest will need to be agreed before any appointment is made.

Have you ever been convicted of any offence in any Court, or are you currently the subject of any charge pending before any Court?

YES NO If yes, please give details:

A criminal record does not necessarily disqualify a nominee. If rejection of your nomination is considered solely because of a criminal record, you will be given the opportunity to discuss the matter fully before a final decision is made.

Please provide the names and addresses of two people who could act as referees for you:

(1) _____

(2) _____

TO BE FILLED IN BY SUPERVISING CALM OFFICER

Summary of tasks to be undertaken by the nominated HCO (attach a CLM 206 and information detailing the duties, training and powers, if necessary, required by the nominated HCO).

Will any powers under the CALM Act be required for this position?

Geographic area in which the nominated HCO would work:

Name of supervising officer:

Region/District/Branch: _____

RECOMMENDATION TO EXECUTIVE DIRECTOR:

(Tick appropriate box below)

Not recommended for approval

Recommended for approval

Comments: _____

(Signed by supervising officer)

DATE: _____

(Signed by Region/Branch Manager)

DATE: _____

APPROVED:

(Executive Director)

DATE: _____

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

Form CLM 80B

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To

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Enquiries:

Phone: 364-0702

Subject: **IMPLEMENTATION OF HONORARY CALM OFFICER (HCO) PROGRAM**

I enclose the final implementation report on the Honorary CALM Officer program as approved by Corporate Executive.

The report was widely circulated within CALM in its draft form, and more recently a draft training program for HCO's has been circulated to various staff members. Comments received on both the implementation report and the training program have been constructive and very useful in developing the HCO program, and I thank all officers who have contributed.

Regions, Districts and Branches are now invited to put forward nominations for Honorary CALM Officers, bearing in mind the categories of officer referred to on page 3 of the report and the suggested selection criteria listed on page 17. Nominations should only be made where a clear task has been identified.

I would appreciate receiving your nominations for the first intake of the HCO program by 30 July, although you can nominate HCOs at any time after that. At this stage, the training program is scheduled for September/October 1993.

I enclose a nomination form (CLM 211) to be filled in by both the nominee and the supervising CALM officer. You will need to fill in a CLM 206 and attach it to the HCO nomination form. Please return all nomination forms to Terry Hales, Volunteer Co-ordinator, Pinnacle House.

It should be made clear to nominees that the HCO program will only suit those volunteers who are able to give a high level of commitment to their tasks, and who are prepared to undertake training to an appropriate level. Only a limited number of places for HCOs are available. This should be emphasised to any potential nominee right from the beginning, to minimise disappointment if they are either not nominated or not selected.

I would be happy to discuss any HCO program you may want to set up or any nomination you may want to make, prior to you submitting the forms. I can be contacted on (09) 364 0703.



Colin Ingram
Community Involvement Co-ordinator
POLICY & EXTENSION

28 June 1993

Encl

DISTRIBUTION LIST:

All Branch Managers
All Regional Managers
All District Managers
Ms M Chi - Aboriginal Employment & Training Co-ordinator