


Combe Mill Society Volunteering		Ref: CMS-volunt-01
Procedure Title:	Volunteer Coordination	Version No: A Copy No:
Approved by:	Amendments:	Date: 11-12-12 Page 1 of 18

Introduction

This procedure defines how the Volunteering Policy of the Combe Mill Society will be implemented.

This first version contains more explanatory information than would usually be included and this will be reduced in future versions as the procedure becomes well understood.

Roles

We are all volunteers and Appendix A lists the various roles that are performed for the management and operation of Combe Mill.

The Board of Directors will appoint a person to act as Volunteer Coordinator. The coordinator will:

Administration and Promotion

- Implement volunteer policies and procedures
- Develop and maintain working relationships with the volunteer team
- To coordinate volunteer staffing levels to ensure the safe running of the site
- Maintaining accurate activity records on volunteer induction and participation.

Recruitment and training

- Recruit new volunteers and review roles of existing volunteer teams
- Organise 'buddy's for new volunteers
- Coordinating recruitment and administering the induction process
- Organise recruiting events within the local and wider community to attract volunteers
- Work with the management team to develop and implement staff training including health and safety
- Support volunteers with their learning and social objectives

Communication

- Act as a single point of contact for volunteer communications
- Engage in effective communications with individual volunteers and 'buddy's to ensure quality standards are being met and managed effectively
- Represent the volunteers views at appropriate meetings

Managing Volunteers

- Ensure volunteers are placed in roles to match their strengths and interests
- Encourage volunteers to be proactive and ensure they have up to date information on Combe Mill, future projects and events.
- Monitor performance of volunteers and their roles

Recruitment process

Recruitment and Induction of Volunteers

Stage 1	Completion of volunteer application form
Stage 2	Volunteer introduction meeting/informal interview
Stage 3	Volunteer induction meeting
Stage 4	Combe Mill introduction and familiarisation
Stage 5	Dates and times for volunteering agreed and 'buddy' introduced to new volunteer
Stage 6	On-going training and support

Application Process

Volunteers need to sign the application form so their details are on the record for assessment as possible society members and for insurance purposes. See Appendix B for application form example.

The form contains space for the individual to say what aspects of our operations they would like to help with and the amount of time they can commit to give.

Informal interview

Applicants will be invited for a tour of the Mill and an informal discussion to discover what skills, experience and aspirations they bring. The member who first meets a fresh applicant can decide on the basis of these discussions that the application to become a member be accepted or can suggest that the application come along to the Mill for a period to find out more about how we operate and whether they feel able to commit to the expectations we have of a member. One outcome of a familiarisation period may be the decision to become a Volunteer or Friend rather than a Member.

See Appendices C for an example interview framework and Appendix D for an example interview record form.

Turning down a volunteer

Not everyone who approaches the Society to volunteer will be suitable. This may be because they are not able to commit enough time to the role they seek, or they are unsuitable for the role. Interviewers should not be afraid of thanking a person for their interest and suggesting they might pursue their interest in Combe Mill better by visiting regularly rather than being an active volunteer or member of the Society.

Inducting new volunteers

Volunteers will receive induction to the Mill within the first six weeks of starting. The induction will impart information about how we operate the Mill and take the form of the framework suggested in Appendix E . Induction helps volunteers to understand how we operate and their role within the Society. The volunteer coordinator can get to know new volunteers and note the type and level of support they will require as well as what motivates them and what they are hoping to gain from volunteering.

The volunteer coordinator should ensure that new volunteers are familiar with the Society's key policies and procedures. An induction check list should be completed – see Appendix F - for volunteers to fill in and the completed check list held in the Society's records.

The attention of volunteers should be drawn to the Volunteer Agreement (Appendix G) and our volunteer Code of Conduct (Appendix H).

Mentoring

For the first year volunteers will be assigned another member/volunteer to act as a 'buddy' to make sure they are comfortable in their role and to provide support in understanding how we operate. This is a mentoring role and Appendix K provides guidance for such mentors.

Volunteers should feel free to ask the volunteer coordinator for a change if they are dissatisfied with their assigned 'buddy'.

From time to time volunteers should be invited to give feedback on their experience with the Society. Review Form – Appendix I – provides an example of such a review that can be completed by the individual alone or in a session with their 'buddy'.

Training

One of the outcomes of the mentoring process will be the identification of a volunteer's competencies, ambitions and training needs. Each 'buddy' will work with the Society's training officer to match the needs of the individual with the requirements of the Society.

Appreciation of Volunteers

To recruit and retain volunteers it is important to show appreciation for their time and commitment to Combe Mill. As well as regular informal opportunities for social interaction it is important to have a scheduled programme for volunteers that increase opportunities for learning and social gatherings where the volunteer's families are also invited.

The Combe Mill Society greatly appreciate and value the work of all our volunteers and aim to recognise their contribution both formally and informally in as many ways as possible.

We may formally recognise volunteers by:

- the provision of references for volunteers leaving us
- regular training and development opportunities
- involvement in the Society's decision making and review processes
- mentions in our newsletters.

Informal recognition of volunteers may be shown by:

- asking volunteers to represent the Society at outside events
- featuring volunteers in the media and articles to promote our work
- offering volunteers more responsible roles within the Society
- regular personal thank you.

Annual Meeting of Volunteers

To include

- A full update of what's going on at Combe Mill
- A talk/training session by someone outside Combe Mill as requested by the volunteers. It could be a curator, industrial archaeologist, social historian etc.
- Refreshments
- A chance for volunteers to feedback to the management team
- A thank you section where we highlight what individual volunteers have achieved over last year

Social Event/s Celebration

A summer BBQ and autumn social for volunteers and families at Combe Mill

Heritage Site or Museum Visit

A visit to another museum and a behind the scenes tour/talk on the museum/education service and lunch or afternoon tea.

References for Volunteers

We will not normally seek a reference for a volunteer unless that person is being recruited for a particularly business sensitive role. In these cases the role description should state that a reference is required.

Leaving the Society

When a volunteer decides to leave the Society every effort should be made to get the person to complete the Volunteer Review Form – Appendix I.

We will not unreasonably refuse to provide a reference for any volunteer who wishes to use it for the purposes of joining another society or for seeking employment.

Policy Review

The volunteer coordinator will initiate each year a review of how well the Society's Volunteering Policy is performing. The review will be performed by the coordinator and one Board Member nominated by the Committee. The check list in Appendix J will be used as the basis for the review and the findings are to be reported to the Board and retained on file.

Appendix A - Roles for volunteers at Combe Mill

100 Club Organiser	Archivist
Bookings Secretary	Building Manager
Parking Attendant	Catering Manager
Catering Assistant	Curator
Chief Engineer	Company Secretary
Compliance Officer	Education team member
Event Organiser	Engineer
Fund Raiser	Guidebook Advertising Manager
Guidebook Editor	Librarian
Membership Secretary	Minute Secretary
Newsletter Editor	Open Day Steward
Photographer/Filmmaker	Poster Organiser
Press Officer	Publicity manager
Retail Manager	Retail Assistant
Senior Blacksmith	Blacksmith
Social Network Manager	Ticket Seller
Tour Guide	Treasurer
Volunteer Manager/Coordinator	Webmaster

Appendix B – Application Form

I/We* wish to apply for individual* / family* membership of Combe Mill Society.

Name(s):(Dr/Mr/Mrs/Ms/Miss).....

Address:

.....

Post Code: **Home Tel:**

E-mail:

Particular interests:

.....

Expertise that I can contribute to the Society:

.....

I/We volunteer to be a steward on open days.

I/We offer to take an active part in managing and operating the Mill.

I/We* enclose membership fee of £7/£11* {50% if joining in second-half of the year}

I/We* agree to abide by the rules of the society.

* Please delete as appropriate

Signature: _____

Date: _____

In accordance with the Data Protection Act 1998 we are permitted, for the purpose of administering the society, to keep the information that you supply electronically in our membership database.

Please return together with your completed Gift Aid declaration form to:

Alan Elger, Membership Secretary
10 Marlborough Crescent, Long Hanborough, Witney, Oxfordshire, OX29 8JP
Cheque to be made payable to Combe Mill Society

For Office Use: Copy to Company Secretary / Newsletter Editor / Society Secretary

Membership number:

Renewal date:

Appendix C – Volunteer Interview Framework

Volunteers Name: Interviewers Name Date:		
Interview Topic	Covered	Notes
Introduction and Welcome		
Information about Combe Mill Society <ul style="list-style-type: none"> • aims/charitable objectives • Society structure • about the Mill • machinery and collections • visitor numbers • visitor opening • membership structure • recruitment process. 		
Questions for potential volunteers: <ul style="list-style-type: none"> • why they want to volunteer • areas of interest / aspiration • experience, skills, knowledge • time commitment. 		
Combe Mill Society requirements: <ul style="list-style-type: none"> • commitment to our aims and policies • time commitment for the role • effectiveness in the role • willingness to be inducted and trained • adherence to our policies. 		
What the Society provides for volunteers: <ul style="list-style-type: none"> • start-up and ongoing support and training • essential equipment/clothing • out of pocket expenses • references. 		
Application and selection process: <ul style="list-style-type: none"> • timescales / responsibility • process if person not selected. 		
Invite questions from applicant: <ul style="list-style-type: none"> • Is there anything you would like to ask? 		
Next steps: <ul style="list-style-type: none"> • Clear explanation of immediate and more long term timescales 		

Appendix D – Volunteer Interview Record Form

After welcome and introductions: e.g. using warm up questions such as how was your journey here? etc.

General Questions?

- 1) Check initial application form if necessary
- 2) What attracted you to volunteering with us?

- 3) What would you like to gain from volunteering with us? And / or what would successful volunteering look like for you?

- 4) Have you volunteered elsewhere and, if yes, what did you find most satisfying?

- 5) How would you like to be supported/ supervised in a volunteering role?

- 6) Do you think you would prefer volunteering on your own or in a pair or part of a team?

- 7) What kind of skills and/or qualities do you think you can bring to volunteering with us?

- 8) Is there anything you would particularly like to know about our Society?

Role specific questions

- 9) What is it about this role / these roles that particularly interest you?

- 10) Is there anything else you would like to ask/know about?

- 11) Explain next steps

Appendix E – Inducting a new volunteer: set up checklist

Before a new volunteer starts:

Induction action	Additional information	date
Volunteer welcome prior to start		
Contact volunteer to informally say hello/welcome prior to starting. Confirm their first day and provide time and directions.		
Welcome to team		
Inform heads of task and directors of the induction day timetable and their roles in it.		
Prepare essential information e.g. policies, procedures, guidelines etc.		
Access to Building		
Arrange to provide pass code and key as appropriate.		

Volunteer first day:

Induction action	Additional information	date
Health and Safety information		
Fire exits/ drill procedure		
First Aid facilities/ First Aiders		
Emergency Procedure		
Domestic/ orientation information		
Toilets		
Refreshments		
Opening hours of Mill		
Parking details		
Dress code		
Workplace		
Introduction to any colleagues		
Overview of Society		
Introduction to role		
Any essential office procedures		
Agree induction timetable		

First Six weeks of volunteering:

Induction action	Additional information	date
Support and Supervision		
Have regular support meeting scheduled		
Induction completed (use check list)		
Organise and deliver essential start-up training		
Plan future training and development activities		
Identify any additional support needs and potential solutions		
Record volunteer's successes, progress and any problems, action.		

Any other comments / additions:

Appendix F – Volunteer Induction Checklist

Name of Volunteer:		
Volunteer Coordinator:		
Start date:		
RESPONSIBLE	ACTION	SIGN/DATE AS COMPLETED
Volunteer Coordinator:	Welcome to the Society and the team	
	Tour of the Mill and location of: <ul style="list-style-type: none"> • Toilets • Kitchen/communal areas • Refreshment facilities 	
	Introduce person to other volunteers and members	
	Explain the structure of the Society	
	Discuss Society/personal objectives and the Mill vision	
	Explain any dress code	
	Confirm hours of volunteering, breaks and other details requested by the volunteer	
	Demonstrate the phone system	
	Demonstrate the two-way radio system	
	Demonstrate computer and AV systems useage	
	Explain expenses procedure and claims process	
	Demonstrate any role specific equipment	
	Issue keys, ID, access codes etc.	
	Explain Mill evacuation procedures and fire alarm tests and assembly points	
	Explain accident book, first aid boxes, first aiders	
	Explain risk assessments and method statements	
	Explain health and safety responsibilities and commitments	

Appendix G – Volunteer agreement

Volunteers are the foundation of the Combe Mill Society. We hope that you will enjoy volunteering with us and contribute fully to our Society.

This agreement sets out what kind of things you can expect from us, and what we expect from you.

Our aims are:

- to welcome you and introduce you to how our Society works and your role in it
- to provide any training you need and to effect regular meetings with our volunteer coordinator so that you can let us know whether you are satisfied in your role and so you can get feedback from us
- to reimburse your out of pocket expenses incurred whilst volunteering for us in line with our policy
- to consult with you and keep you informed of changes that may affect you
- to ensure your health and safety by providing a safe place for you to volunteer in
- to uphold all policies and procedures and equality policies at all times
- to adhere to our complaints/ problem solving procedure if there are any issues.

I, _____, **agree to:**
(*your name above*)

- to volunteer to the best of my ability
- to do my best to follow Combe Mill Society's rules and procedures, including health and safety, equal opportunities and confidentiality.

Please note: this agreement does not constitute a legal employment contract of any kind.

Appendix H – Volunteer Code of Conduct

All volunteers involved in the work of the Combe Mill Society should endeavour to follow this Code of Conduct and inform the Society in the event of becoming aware of or suspecting a breach of this Code of Conduct.

All volunteers should:

- treat everyone with respect regardless of gender, ethnicity, disability, sexuality or belief: this includes co-volunteers, members, friend of the society and visitors
- remember that actions, word and gestures can sometimes be misinterpreted, regardless of their good intentions
- not have any inappropriate physical or verbal contact with others
- not exaggerate or trivialise harassment, victimisation or child and vulnerable adult abuse issues
- not carry out their role under the influence of alcohol or illegal drugs
- dress to the required standard when carrying out their volunteer roles
- endeavour to follow all the Society's policies and procedures that apply to their role.

Appendix I – Volunteer Review Form

Name: _____ Start Date: _____

It would help us to enhance your voluntary experience and our Society's approach to volunteers if you could answer the questions below:

Thinking about your voluntary work over the last 6 months / 1 year, please answer the following questions:

1. What has gone well? _____
2. What have you enjoyed the most? _____
3. What, if anything, has not gone so well? _____
4. What would have improved this situation? _____
5. What do you think you would like to achieve in your volunteering over the next period?

6. Would you like to continue with your current time commitment? Or make a change?

7. Are there any changes you would like to make to your voluntary role? If yes please note

8. Are there any new training and development opportunities that would help you carry out your role?

9. Are you happy with the level of support / information / training that you receive from us? If your answer is no, what would improve this experience?

10. Do you have any other comments you would like to make?

Thank you for completing this form

Appendix J – Society’s self-assessment checklist

{mapped to National Occupational Standards}

	Creative and Cultural Skills Standards	Yes	No	Working towards
	Have you defined or devised a volunteer code of practice or policy covering recruitment and selection, conditions of service, health and safety, data protection, working relationships with staff and visitors, training and development, support and supervision, and equality of opportunity?			
	Are you up to date with any legislation regarding recruitment or management of volunteers?			
	Have you examined areas of the Society where volunteering plays a role, looking at how improvements might be made to the smooth running of volunteer management in these area, producing guidelines and developing procedures where necessary?			
	Have you identified possible future or current volunteer opportunities across the Society, writing job descriptions or person specifications where necessary according to the code of practice?			
	Have you audited volunteers’ skills, aspirations and motivations and match these to your Society’s goals and available opportunities?			
	Do you ensure volunteers are recruited in an open and transparent manner to meet specific organisational needs and priorities?			
	Do you provide a thorough induction and ongoing training and support to equip volunteers to undertake new tasks?			
	Do you allocate responsibilities that meet volunteer’s needs, abilities and potential?			
	Do you brief volunteers on the work they need to do and their responsibilities?			
	Do you agree responsibilities and working methods and make sure volunteers understand what is expected of them?			
	Do you encourage and support volunteers to take ownership of their work and inspire them to suggest ways in which your organisation plans could be improved			

	Creative and Cultural Skills Standards	Yes	No	Working towards
	or adapted?			
	Do you make sure the use of volunteers does not undermine or substitute the work of paid staff and vice versa?			n/a
	Have you identified where volunteers may need additional support and made this available, where appropriate?			
	Do you communicate with volunteers at all times in ways that meet their diverse needs and show respect for their volunteer role?			
	Do you monitor volunteering activities, and identify and deal with problems when they occur?			
	Do you encourage volunteers to extend their volunteer roles within the limits of their knowledge, skills and competence?			
	Do you provide sufficient support and supervisions to allow volunteers to fulfil their roles and carry out tasks effectively, safely and securely?			
	Do you work with supervisors to evaluate volunteers' work against agreed work requirements, using fair and objective criteria?			
	Do you provide regular feedback on the work of volunteers and encourage them to reflect on their work and feedback?			
	Do you respond to enquiries from potential volunteers promptly and appropriately?			
	Do you encourage colleagues to celebrate the achievements of volunteers and recognise their contribution to the wider organisational objectives?			
	Do you ensure that those with responsibility for supervising volunteers understand and enact good practice in volunteer management?			
	Do you choose an appropriate time and place to debrief and provide feedback to volunteers and receive feedback from them?			

See www.ccskills.org.uk

Appendix K – Mentoring

Mentoring is an essential element in the induction and support process for new volunteers. All new volunteers will be provided with a ‘buddy’ (mentor).

It is important for the ‘buddy’ to build rapport with the new volunteer. This process takes time; if done in a comfortable and consistent manner, it will keep the relationship interesting and meaningful. The key to successful mentoring is open, frank, non-judgmental discussion which supports the development of the volunteer.

Some ways to create a successful ‘buddy’- volunteer relationship:

- Establish regular times for meeting together.
- Make a list of items to be covered during meetings.
- Introduce the new volunteer to sources of information and contacts.
- Share success factors from your own personal experiences.

Once established a good ‘buddy’ relationship will need to identify:

- Goals and responsibilities
- Ground rules for the mentoring relationship
- Meeting schedule
- Good communications with each other

Good relations and communications will avoid common problems that may arise such as:

- Feelings of threat
- There is poor communication.

A ‘buddy’ will always aim to achieve:

- Confidentiality at all times
- Developing with the new volunteer a plan of action
- An open-minded approach, but acknowledge reality.
- Self-reliance where the new volunteer learns to function independently
- Assistance in reasonable time
- A relationship that promotes personal worth, equity, and dignity.

Effective mentoring will lead to:

- Better retention of volunteers
- More skilled and successful volunteering
- A more satisfying role for volunteers
- A feeling of pride for ‘buddy’s seeing new volunteers succeed and integrate into the society
- A sustainable future for volunteering at Combe Mill