

Appendix 1

Environmental scan across jurisdictions

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Task:

To explore the level of protection available to volunteers in dispute with their organisations, and whether there is a need to establish an independent advocate position to service the volunteering sector in South Australia.

Background:

In general, while volunteers are not covered by awards to workplace agreements, they are entitled to undertake their volunteer activities in a respectful, safe and fair environment.

When disputes occur between volunteers and their organisations, most can be resolved internally. Various forms of outside assistance (such as SafeWork SA or the Equal Opportunities Commission (SA)), are available if the problem is more complex and difficult to resolve.

In many cases, however, there is no legal basis for considering or resolving a volunteer dispute. Often in these situations, the only option available is for individuals to consider volunteering with another organisation or leaving volunteering altogether.

Consultation with other states and territories:

Consultation to determine whether there are mechanisms in other jurisdictions for volunteers to address and resolve their issues through a recognised authority, for example, an independent advocate (or similar function) has been conducted. Below is a table of resulting information.

Australian Capital Territory

Community Services ACT Government

Currently no mechanisms in place:

Volunteer Contact ACT provide general advice in the form of referring on to relevant legislation, suggestion to seek to resolve disputes via internal or external mechanisms (i.e., Human Rights Commission, Justice Connect).

New South Wales

Department of Communities and Justice

In NSW there is no independent advocate specifically for volunteers.

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Where disputes arise, subject to the nature of the issue/dispute there are a range of options:

- Referral to the relevant Commissioner/Ombudsman subject to the nature of the issue.
- Referral to Legal Aid, 'Not for Profit Law' / 'Justice Connect' for advice and legal support.
- Where mediation is the pathway, particularly if the dispute cannot be resolved within the organisation between the parties themselves - mediation providers such as Community Justice Centres (www.cjc.nsw.gov.au), Negotio (<http://negocio.com.au/>) or Voluntas (mediators who volunteer their services - <https://www.volunteering.com.au/conflict-resolution/>), are the option that has been used.
- At times referrals have also been made to the State Peak – the Centre for Volunteering, who subject to the nature of the dispute can potentially provide assistance.
- Subject also to the volunteer organisations involved, they may have 'volunteer associations' that represent members, and who can be involved in conflict resolution. For example, the NSW State Emergency Service Volunteers Association may be involved in conflict resolution as disputes arise between the organisation and volunteer members.

Northern Territory

Department of the Chief Minister

The NT does not have mechanism for volunteers to address and resolve their issues through a recognised authority.

In 2018, the NT undertook a review of the needs of the volunteering sector. The resulting report found that dispute resolution between volunteers and organisations by an independent body would support volunteering organisations to delivering their services. However, the report did not provide any recommendations relating to dispute management.

South Australia

Department of Human Services

No formal mechanism for addressing volunteer issues. Currently when disputes occur between volunteers and their organisations, recommendation is to try and resolve internally, through an organisation's grievance procedure and dispute resolution or through:

- intervention by senior management
- mediation by an independent person where both parties have the opportunity to discuss the problem
- a more formal review that will include an investigation of the claims of both parties.

Support and advice

If volunteers are unable to resolve the matter, there are a number of organisations that can assist them. These include:

- Fair Work Ombudsman – general advice
- Equal Opportunity Commission – discrimination and harassment
- SafeWork SA – workplace health and safety
- Legal Services Commission – legal advice and assistance
- Sport SA – information, advice and assistance about sport disputes.

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March 2018 Liberal Marshall Government election commitment to work with the volunteering sector to determine how best to manage disputes, including governance training, resourcing and potential changes to legislation.

Western Australia

Department of Communities

The following organisations can provide volunteers with advice and support on workplace matters:

- Volunteers in Western Australia can contact Volunteering WA, the peak body for volunteering in WA, and speak with a member of staff who can provide advice on grievance procedures. Volunteering WA also provides training to volunteer-involving organisations in how to develop a grievance policy.
- Volunteers in Western Australia who experience workplace bullying can access the Workplace Advice Service, a free legal assistance program facilitated by the Fair Work Commission.
- Volunteers engaged with eligible VIOs can discuss OSH concerns with WorkSafe.
- All Australians can make complaints to the Office of the Australian Information Commissioner about the handling of their personal information by Australian Government agencies and private sector organisation covered by the Privacy Act 1998 (Cwth).
- Volunteers engaged by Western Australian Government agencies, statutory authorities, boards and corporations, Western Australian local governments, and the State's four public universities can make complaints about matters that affect them to the Ombudsman Western Australia.

Appendix 2

Creating a safe and positive volunteering experience

FINDINGS - INDIVIDUAL VOLUNTEER SURVEY

The survey, *Creating a safe and positive volunteering experience*, was held online through YourSay, Government of South Australia. The survey was open from December 2020 to January 2021.

This analysis is based on 271 responses from individuals who volunteered over the last 4 years. Totals for many questions do not add up to 100 as respondents were able to choose multiple answers for many questions.

It is noted that this survey took place during COVID-19 in 2020-2021 when many volunteers were unable to engage in their usual volunteering.

Information on respondent organisations, groups or clubs

Localities – where do people volunteer

Respondents identified their volunteering in every region of South Australia. The major cluster was in Adelaide and its suburbs. It is interesting to note the localities (regions, suburbs and cities) that individuals travelled to volunteer. Of the 261 respondents (see Table 1) the majority identified one area where they volunteered (180, 69%), thus 80 (31%) volunteered in more than one locality.

Forty-seven (18%) stated they travelled to 2 areas to volunteer and even though the numbers decreased sharply, it must be noted that 4 people volunteered in 6 or 8 areas respectively. The most common response for locality was Southern Adelaide (79, 30%).

The number of areas where each person volunteers						
1	2	3	4	5	6	8
181 (69%)	47 (18%)	20 (8%)	4 (2%)	3 (1%)	2 (1%)	2 (1%)

Table 1: Number of localities where individuals travelled to volunteer

This mobility raises the importance of affordable travel for volunteers. It is not only accessibility and cost that impact on volunteers but also the hours of operation with one volunteer calling for 'better public transport start times' and another for travel reimbursement.

Type of organisation - where people volunteer

For this question volunteers could choose the type and number of organisations where they volunteered. This included:

- Organisations, groups and clubs
- Boards or committees of management
- With other community members – not through an organisation

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- Particular projects
- Particular causes or issues

Figure 1 identifies where volunteers are mostly be found in organisations, groups or clubs (226, 83%). Eighty-one (30%) respondents worked on boards or committees of management and were therefore in leadership positions. If particular causes and projects are combined 113 (44%) volunteers are attracted to specific issues or projects rather than organisations with a broad range of goals.

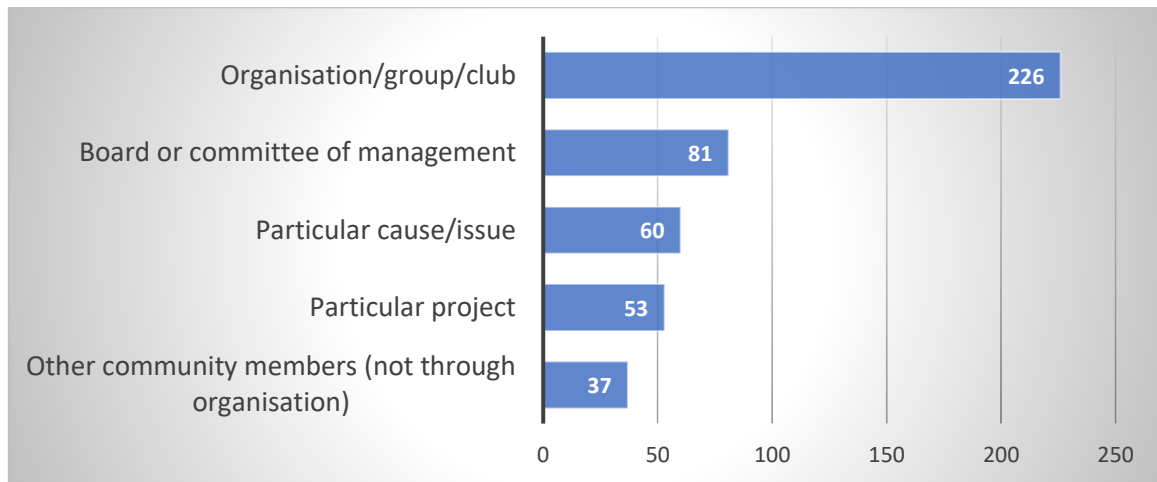


Figure 1: Type of organisation/project through which people volunteer

The question on the structure of the entity where people volunteer also illustrated the number of groups where people volunteer. In line with Figure 2, half (51%) of the volunteers work for one group, organisation, club, project or, with other community members. It is interesting to note that the other half of respondents to this survey volunteered in multiple organisational types or with community members.

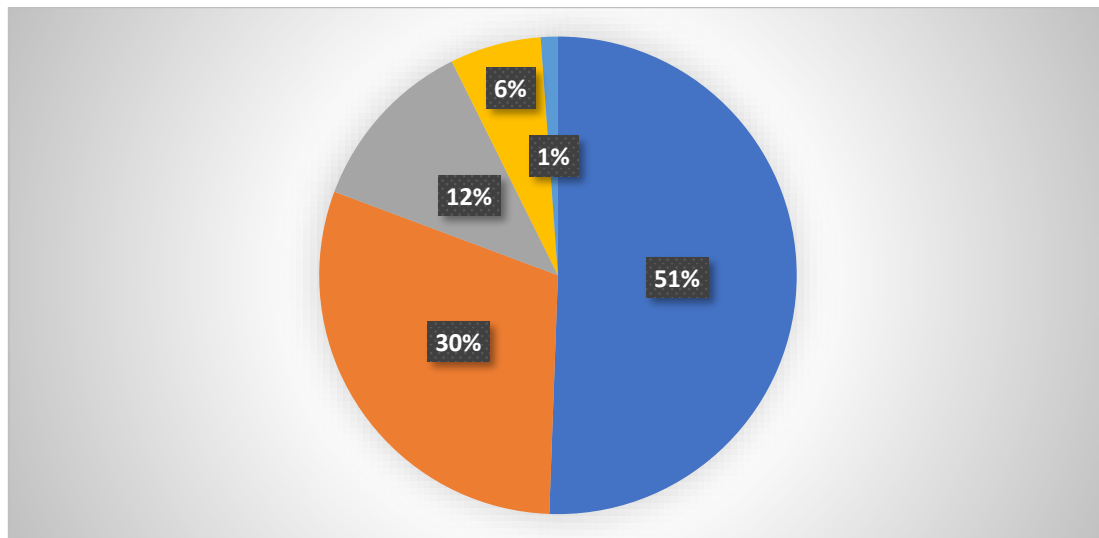


Figure 2: Types of groups, projects and community engagement

Area of engagement

Forty per cent of respondents identified as being involved in community services. This was followed by volunteering for local councils (18%) and sport and recreation (18%). It is worth noting that 32% respondents volunteered for local councils and state government agencies combined.

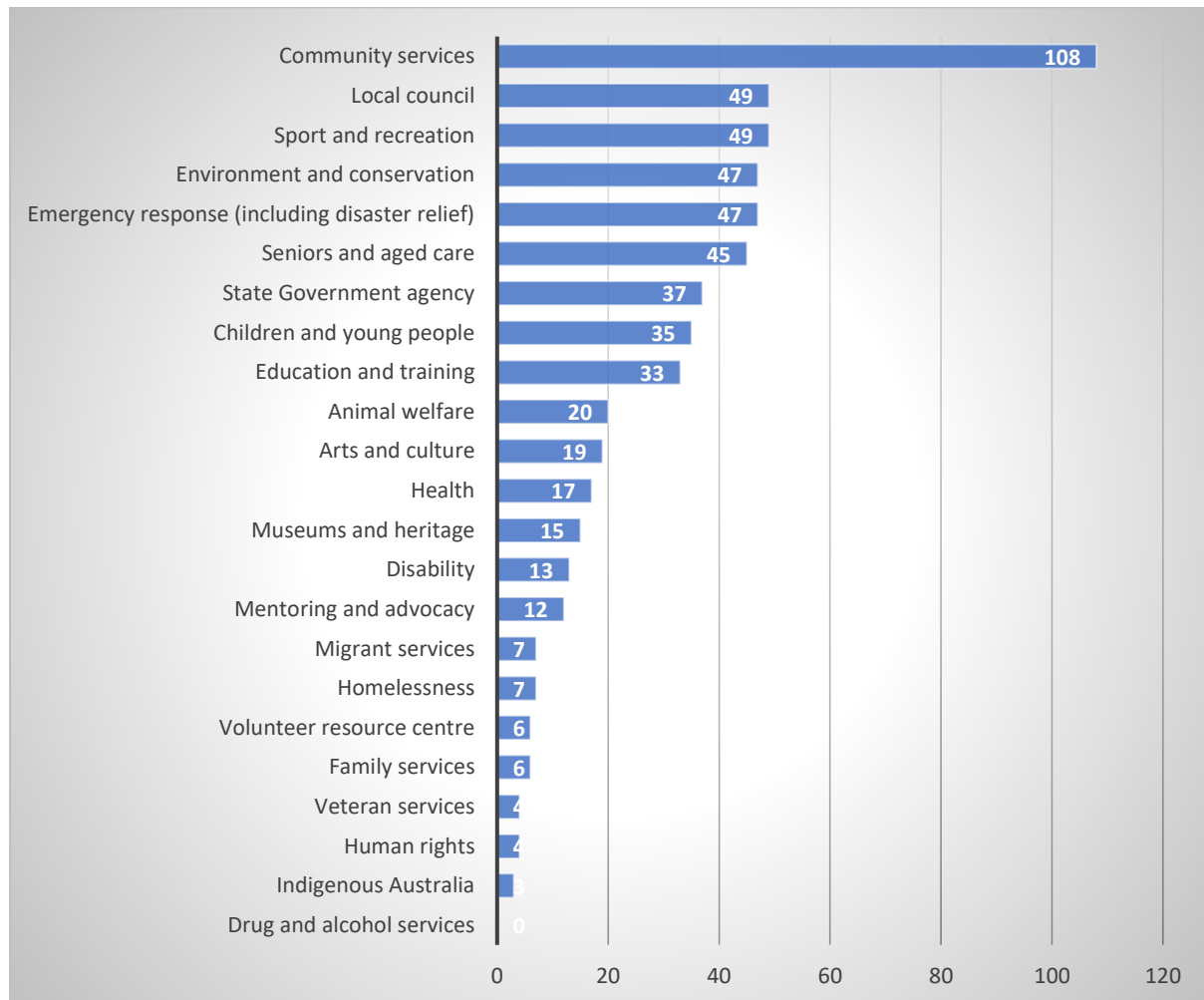


Figure 3: Area of volunteer engagement

Membership

This result on membership of the group or club found that 141 (52%) of respondents held membership as well as volunteered. A slightly small number 111 (41%) stated they were not members. This indicates that all respondents were volunteers but only half held membership.

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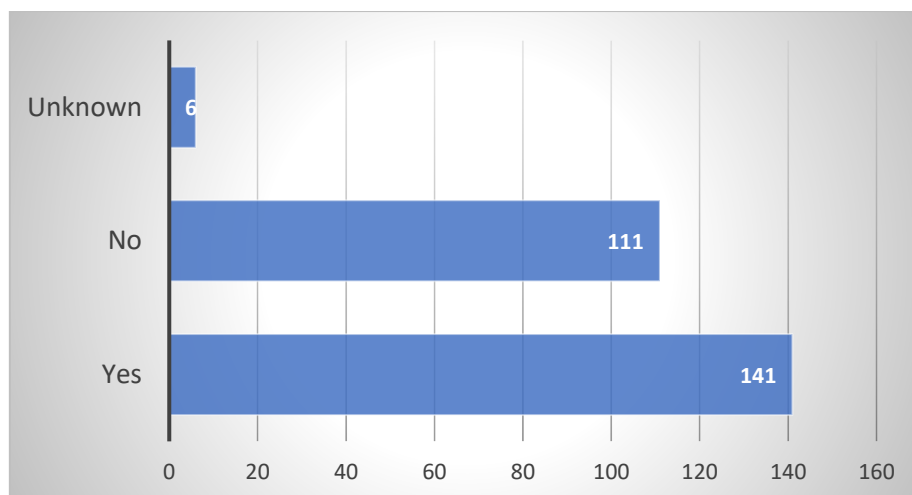


Figure 4: Club membership

The volunteer experience

Scale of happiness in volunteer role

Volunteers were asked to state how they felt about their involvement at one organisation, group or club where they volunteered by using a scale which ranged feelings from very happy to very unhappy. Of the 223 responses 44% stated they were happy and 41% stated they were very happy. Combining these categories gives a total of 190 (85%) happy and very happy volunteers.

Reasons for being unhappy in volunteer role

For volunteers who were unhappy they were asked to identify what it was that made them unhappy in their work over the previous 4 years. The 224 respondents could choose from a list of 24 reasons:

Bullying	Problems between paid and volunteer staff
Discrimination (racial, age etc.)	Problems between volunteers
Sexual harassment	Inflexible practices
Unfair dismissal	Organisational resistance to innovation and new ideas
I felt excluded	Too expensive to continue
Personality clashes	Lack of recognition
Governance issues	Lack of resources (e.g. no computer available to work on)
Uninteresting tasks	Lack of support
Poor management	No out-of-pocket reimbursements
No grievance procedure	No position description
Grievance procedure not followed	Hard to travel to
Insufficient work	
Too much work	

Another option was 'I have never been unhappy in my role' chosen by 91 (41%) respondents. This left a response rate of 133. Each reason for unhappiness was listed at least once, e.g. sexual harassment. It was noticeable that 96 respondents provided multiple reasons ranging from two to 13. The most reason for unhappiness was poor

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management followed by personality clashes, governance issues, lack of support and organisational resistance to innovation and new ideas.

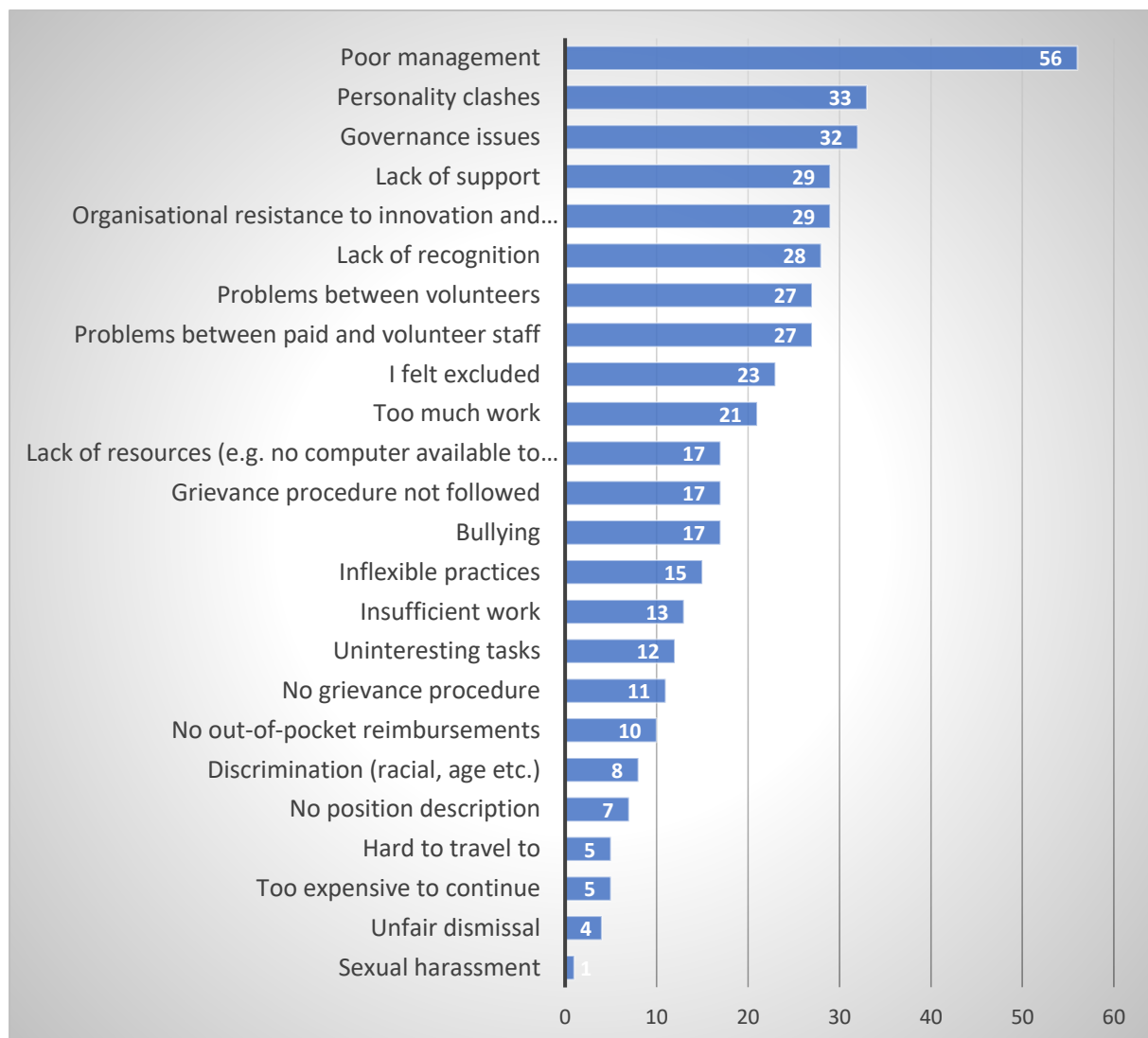


Figure 5: Volunteer identified reasons for unhappiness

Respondents could make comments in relation to the reasons they had given. Of the 218 comments made to this question, 112 (21%) responses were negative and 72 (33%) were positive. Eight had issues that had been successfully addressed through better communication, mediation, being assertive, using the existing internal mechanisms for problems and grievances. Examples of positive, negative and nuanced responses:

Positive responses

Feel that I am part of a team and working together, if a problem arises then can always go to the supervisor and am listened to.

Negative responses: Feelings of frustration were mentioned by 15 respondents. Volunteers were frustrated by poor management, governance, not having their skills

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recognised, and feelings of being undervalued. Other complaints considered the existence of policies and procedures, not being reimbursed for out-of-pocket expenses.

I am considering walking out after dedicating the past six months of my life to this project. I feel betrayed.

I attended meetings several times but I was not reimbursed for my time. Some organisations I am volunteering with do not have policies for volunteers. Lack of direction and clear role description.

Powerlessness made me defensive and reduced both my capacity and desire to use my time and energy. Generally, the powerlessness caused by “management group” trying to limit what I could contribute because of age with no regard to ability or fitness.

Nuanced responses: This sample of responses illustrated that the volunteering experiences could be both positive and negative.

My experiences are multiple and the various experiences are driven by the various roles I have filled.

I enjoy volunteering and while [it] has been frustrating times when computer systems don't work as they should overall I have still enjoyed the experience.

Willing to put up with minor issues to ensure goals reached.

I am much happier due to the other unhappy people leaving the organisation.

Being a volunteer is very different to being a paid employee ... Personalities can be great and powerful, but management is strong.

Dispute resolution

Respondents were directed to choose the ‘Not applicable’ option if the question was irrelevant to their volunteering experience. Of the 233 responses, 118 (51%) chose the ‘not applicable’ option, 51 (22%) had reached a resolution, but, 67 (29%) had not resolved the problem or conflict (see Figure 3).

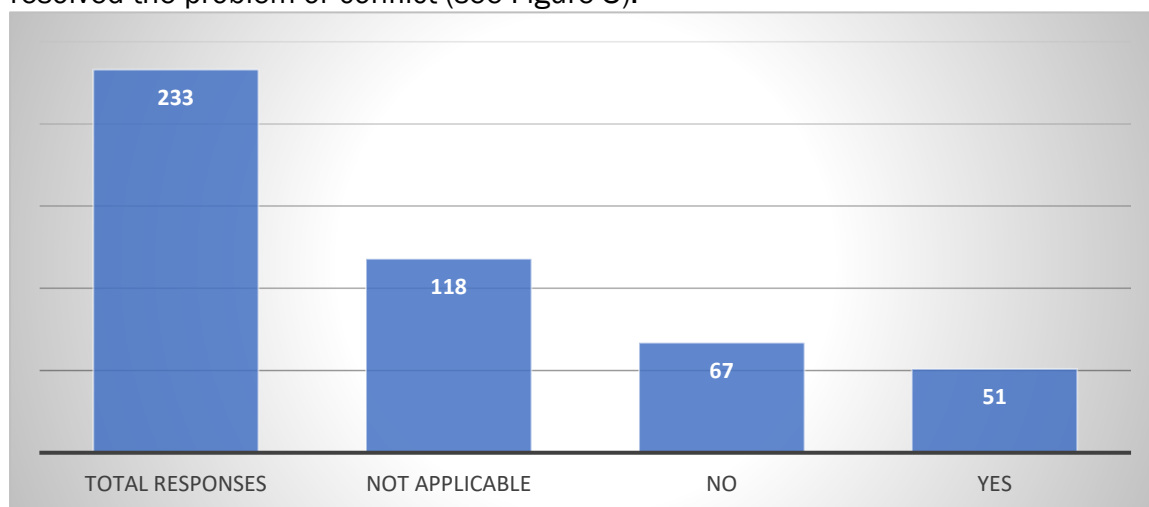


Figure 6: Disputes

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Respondents were asked to make a comment if their issue or conflict was unresolved. Sixty-eight (29%) comments were made on 67 unresolved issues and one respondent made comment on the length of time it took to resolve the issue.

Poor management: The broad area of poor management captured the categories of: poor management, personality issues, problems between paid and volunteer staff, problems between volunteer, lack of support, lack of recognition and lack of a grievance procedure. This combined area attracted 30 (45%) comments.

the coordinator did not follow through

Little contact with organisation senior management, left out of processes.

No policy in place, old school management refusing to deal with issues

It was poorly handed by inexperience and looking at personal agenda rather than protocol.

There is no conflict resolution framework or process. When seeking assistance, confidentiality is broken and I am directed back to the person responsible for the problems.

management was included in the bullying

Inflexibility in management levels

I tried [to address problem] and was rejected by the volunteer co-ordinator, so I went to another council and was accepted.

Governance issues: The other broad problem area concerned governance issues 24 (36%).

The organisation covered their butts legally and left me out to hang, they did not care about the impact of the behaviours on others

People with no idea on procedure running committees, decisions being made without consultation

The board believe their governance practice is fine.

Change has not occurred

Resistant; club wanting to exclude people

Limited funding available, some people just don't get on together, not enough volunteers to do the work

It was highlighted to the charity, however there was no response. Not sure it was even noted?

Never addressed: These are examples of occasions when neither the volunteer nor the organisation address problems:

Not really. it was 'worked around

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I didn't address it. I left. To work so hard with little appreciation was not my idea of a positive volunteering experience

I didn't raise the issue with anyone

It was never addressed. Instead, I influenced to gain the respect that was missing. Still a work in progress

We tend to push forward, not knowing how to fully address at times

Process for resolving problems

This question was not relevant to 162 respondents (n=223) as it referred to earlier questions on conflict and problems. For the successful resolution of problems or conflicts, 51 (61%) successfully resolved the problem through internal dispute resolution processes. Seven (14%) found resolution through outside mediation or conciliation but thirteen (25%) resigned and left the organisation, group or club. Examples of referral to external bodies included SAPOL and the Federal Court of Australia.

Comments were provided by 9 (13%) respondents stated that their issues were not resolved but were ongoing. A unique method to resolve the existing problems was to seek leadership:

I became the manager

It must be noted that 13 (25%) of respondents left the group. This is a recurring theme as a method of managing conflict.

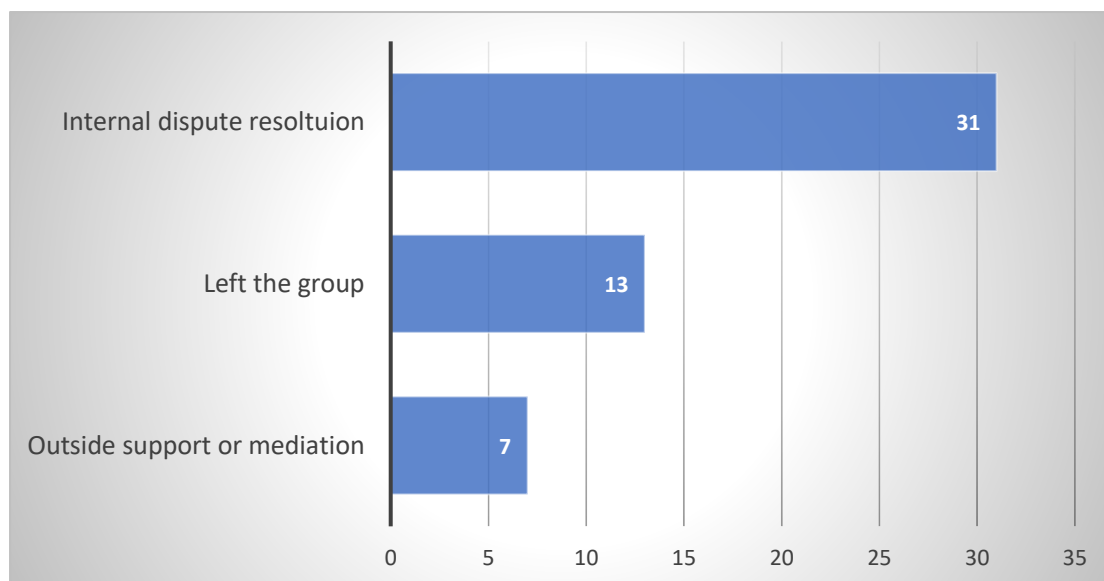


Figure 7: Processes for resolving problems

Policies and procedures for internal resolution of disputes

Seventeen respondents did not know what policies and procedures existed in their organisation, group or club. Another 50 did not answer the question. This left 222 responses on the policies and procedures available for resolving internal disputes (see Figure 5). The three most common were:

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- Volunteer policy / procedures 170 (77%)
- Work health and safety policy 167 (75%)
- Complaints policy / procedures 147 (66%)

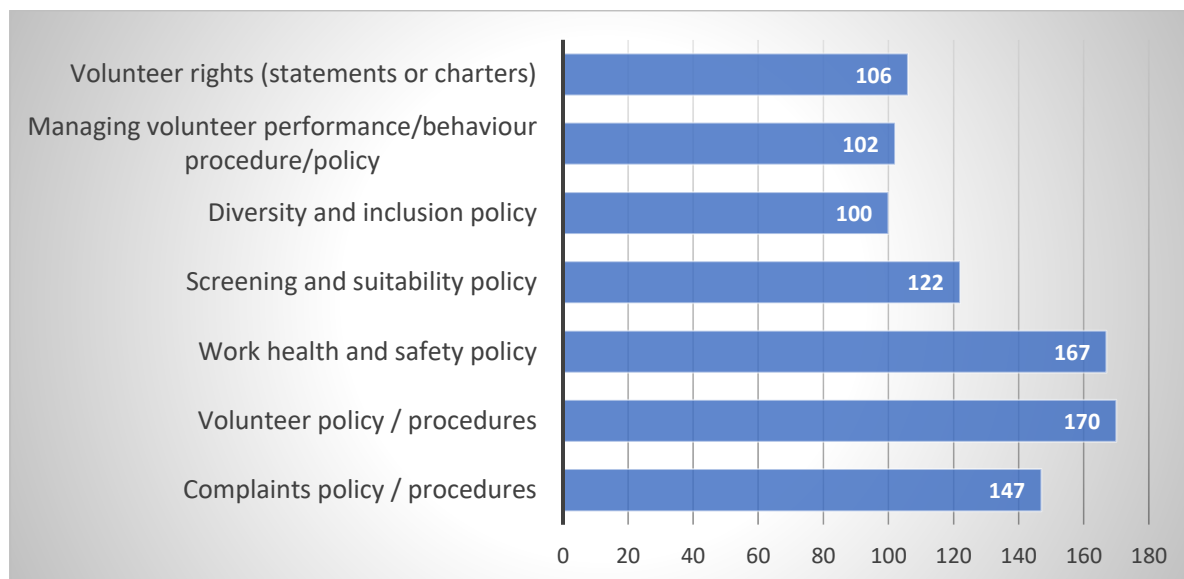


Figure 8: Policies and procedures for internal resolution of disputes

Comments indicated that while policies and procedures existed this did not necessarily translate into action when problems arose. The following comments capture the sentiment:

Reasonable procedures and documentation existed but poor leadership and management did not adequately execute and follow up.

Of the 2 groups I've volunteered for, one is very well organised and I still volunteer there. The other was badly managed and I left.

Some organisations have excellent procedures and policies. Others would not come close to having any of the above.

They use all the "right words" - but putting them into practice doesn't happen.

Internal mechanisms to ensure a safe working environment

The results indicate that volunteers are clear about the avenues and mechanisms available to them should a dispute arise or if they have a concern (180 82%) although 30 (14%) respondents did not know of any internal mechanisms (see Figure 6).

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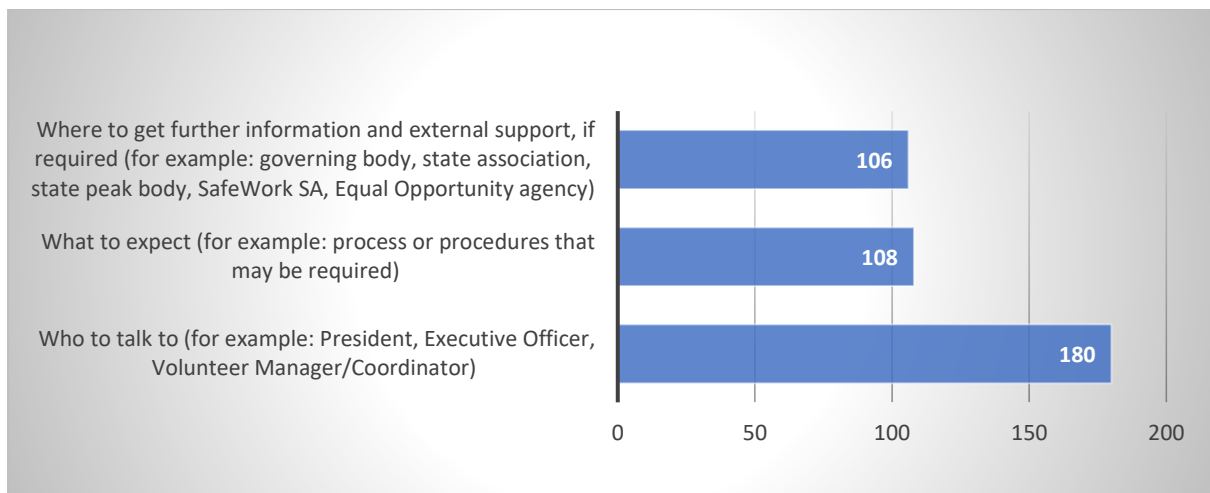


Figure 9: Internal mechanisms to ensure a safe working environment

What strategies would you expect to improve the volunteer experience

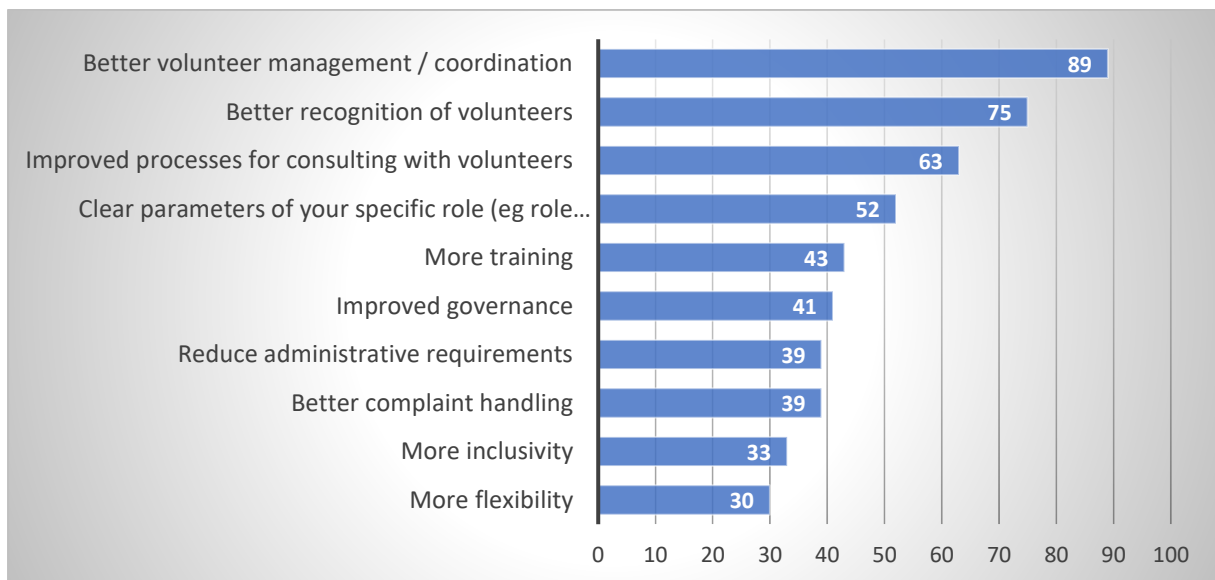


Figure 10: Strategies to improve the volunteer experience

Volunteers made a number of suggestions for improving the volunteer experience.

Removal of administrative practices

Far too much unnecessary administration, not enough direction from the people who matter.

Fear of the future

[Need] more volunteers - after pandemic even harder to get people motivated to volunteer in small communities, rural decline, next generation not interested (will be loss of services in small regional towns)

Relationship with Centrelink

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Stop Centrelink threatening New Start recipients (especially the over 55 year olds), with losing their money if they are unable to reach their set hours per fortnight. This causes much anxiety & depression, we already feel that we are useless & unwanted, especially when the case workers at Centrelink & Job providers tell you that it's no use looking for a job as you are too old & "all you are good for"(exact words), is to Volunteer in a Nursing Home !! . No respect for those of us who have already worked for over 40 years, it is EMBARRASSING & DISRESPECTFUL !!!!!!!!!!!!!

I think there needs to be a better understanding of those volunteers that have a mandatory obligation to volunteer under Jobseeker, and still take this role very seriously. I treat my responsibility as highly as I did when in paid employment, but still feel very uncomfortable about having to tell organisations that I am on Jobseeker

Suggestions for volunteering management and governance

more fun!!

More purposeful roles

Providing better opportunities for long service & ageing Volunteers

SA templates providing governance, communication, respect etc that can be used by community groups who have no leadership or HR experience.

Better inclusion of volunteers in management of organisations that have volunteer and career staff

To be given a second chance if there is a performance issue.

I would like to see a consistent approach to out of pocket expenses etc., some organisations do it really well some ignore

better understanding of race and cultural issues

Not to take advantage of free labour. Make it an enjoyable experience.

External dispute resolution

Someone independent I can turn to, to help me and to make the bad behaviour by the other volunteer stop. I would like there to be someone independent who will take the time to talk to me and then make the bad behaviour with the other person stop, once and for all. The organisation isn't doing anything much and, like paid workers, there should be someone I can go to with the power to intervene and stop all bad behaviour by other volunteers.

Final Comments

The final comments offered volunteers the opportunity to raise issues that were not addressed in survey questions.

Management and governance: These comments concerned issues about the lack of managerial skills in organisations and groups. This group of respondents sought greater knowledge and expertise.

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Many community groups are solely run by volunteers with no or limited management experience. They have a great heart to help, yet lack leadership/HR experience and are set in the old ways of the 70s.

I believe the main issue we have today with volunteer programs is the lack of skilled and knowledgeable Volunteer Managers to lead volunteers. This is often a consequence of poor organisation strategy, that doesn't acknowledge the importance of their Volunteer Program in delivering the desired outcomes.

Clear policies and procedures about role required and limits of role. Communication both formal and ad hoc about roles, recognition and appreciation. Training of volunteers and openness to the diversity of experience and motivation for volunteering - my best experiences have been based on mutual respect and communication

Volunteer co-ordinators need to be better skilled in people management

The self-governance of small volunteer organisations need to be overseen and answerable to a body that is able to assist volunteers and the organisation to comply with the expected broader requirements to a healthy and safer volunteering experience in your community.

Volunteering on committees:

Every committee should be audited and the complaints and complaint handling processes reviewed. The Government must provide clear updated guidelines on the role of members in statutory boards and committees.

The whole area of charity volunteering has been diminished by poor governance, lack of accountability, duplication of competing like-minded organisations and wholesale waste.

Management practices: Volunteer experiences varied and these were comments that called for changes in the way they were managed.

Clarity of role:

Please include a clear position statement on the role of volunteers who have a mandatory requirement to meet their Jobseeker obligations. This impacts in particular on older Australians who cannot find employment, but still have a lot to offer through volunteering, bringing skills and knowledge that can contribute to many organisations. Work needs to be done on how to avoid humiliation, and having a clear mandated statement on volunteering and Jobseeker would help us feel more valued, less vulnerable, and more willing to share our skills and abilities through volunteering.

Better information provided to nonprofit registered incorporated community groups on the rights and responsibilities of them

Training: Volunteers sought greater training

Greater support, training and support of volunteer coordinators/managers, as well as, wider staff so they understand best practices

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Many organisations have online modules that deal with the kinds of things suggested by this survey that are relevant to volunteers - eg. Work health and safety rules, dispute resolution -what to do etc. Perhaps this could be provided to volunteers to access. Having too simple a regulatory process has issues, and having too complex regulatory processes has issues; but Health and Safety, Insurance, Conflict resolution, diversity problems, etc - are important and need ways to be addressed.

Out of pocket reimbursement:

In both my volunteer roles I do not get travel reimbursement, and one of them does not acknowledge the need for social costs such coffees and food at cafes. We are being used as unpaid workers

Need to show action, don't just say how we value volunteering... organisations need to show action as to how this looks ie regular training, offer something like a free coffee every so often, find rewards that isn't going to impose too much monetary impact for the organisation, better choice of volunteers coordinator

Application process:

The application process to commence volunteering should be kept simple so that it doesn't scare any prospective candidates away. This would be more pointed towards the other volunteers that may not necessarily have all the IT required.

Lack of recognition:

I think that volunteering protocols and governance needs to be strengthened generally. Most groups are (in the main) ignorant of their own rules and believe there is no need to follow such rules and that there is no outcomes from not following their own rules. When volunteering with a bureaucracy or arm of government, volunteers are treated like mentally feeble second-hand citizens. They often quickly become a defacto 'goffer' work forces, being assigned menial tasks, often with little oversight, and being cut loose at the first sign of conflict without due process, whether the individual has done anything wrong or not. There is also a worrying trend by government to see volunteers as a stop gap solution, often allowing for staff reductions or the withdrawal of resources, in areas seen as 'boutique' by treasury, such as the arts or the environment. I have seriously reduced the considerable amount of volunteer time I used to invest maybe ten years ago and often find that acting as an individual allows for more flexibility and greater productivity in a given task. Love and plaudits are all very well, but resourcing and respect for time and effort spent are probably the most important capital in this sector, in my opinion.

Would like more recognition

Improved support from the state government in recognition of the services provided and the savings to government obtained from the work freely given.

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Regulation:

Don't make volunteering too onerous, eg if you already have a police clearance it can be used in other groups. I don't want to feel that I'm working with all the policies and procedures associated, I give my time and expertise freely I don't want to have to do a whole lot of administrative functions in addition to the volunteer role.

Discrimination: For older volunteers, not being able to provide a service or work with particular groups in the community smacked of ageism and discrimination

Working with Children requirements absurdly prevent older/retired people working with children

Support to find paid work:

A process to advise volunteers of any future paid positions. Identifying other roles within organisations that utilise skills of the volunteer. Sharing use of volunteers across more than one organisation.

APPENDIX 3

Creating a safe and positive volunteering experience

FINDINGS - ORGANISATIONS, CLUBS, GROUPS

The survey, *Creating a safe and positive volunteering experience*, was held online through YourSay, Government of South Australia. The survey was open from December 2020 to January 2021.

This analysis is based on 60 responses from organisations, groups and clubs involving volunteers completed the survey. Totals for many questions do not add up to 100 as respondents were able to choose multiple answers for many questions.

This survey took place during COVID-19. As 2020 was a disrupted year for many organisations, groups and clubs it was decided to ask respondents to consider 2019 as an example of a ‘business as usual’ period.

Information about the organisation

Localities – organisations, clubs and groups

Many organisations had more than one office or venue. The 60 respondents identified the service areas where they operated across South Australia. Respondents came from every region and locality. Forty-seven (78%) organisations, groups or clubs were based in one area. This indicates that the majority of respondents were based as independent and small one-site groups, clubs or organisations.

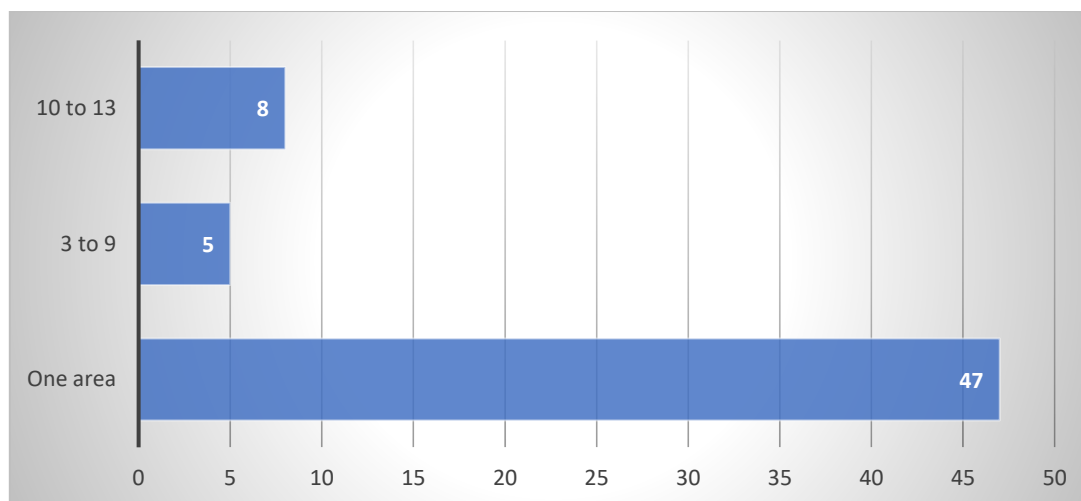


Figure 11: Number of areas serviced by responding organisations, groups and clubs

Legal structure of organisation, group or club

Of the 60 respondents 31 (52%) stated that their organisation was an incorporated association in South Australia, although 20% did not know the legal structure of the organisation.

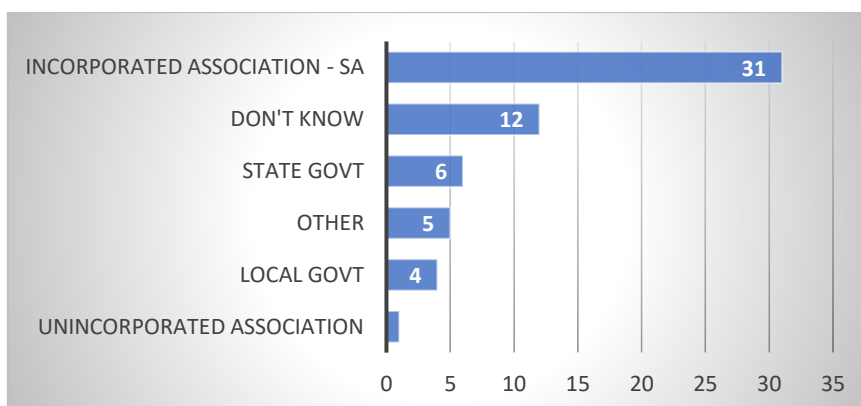


Figure 12: Legal structure

Sector of engagement

Respondents worked over a wide range of fields, predominantly in community services. The six main sectors where organisations worked were:

Community services	33%
Emergency response (including disaster relief)	27%
Environment and conservation	20%
Sport and recreation	18%
Education and training	18%
Health	17%

Figure 3 provides the full list of sectors identified by organisation respondents.

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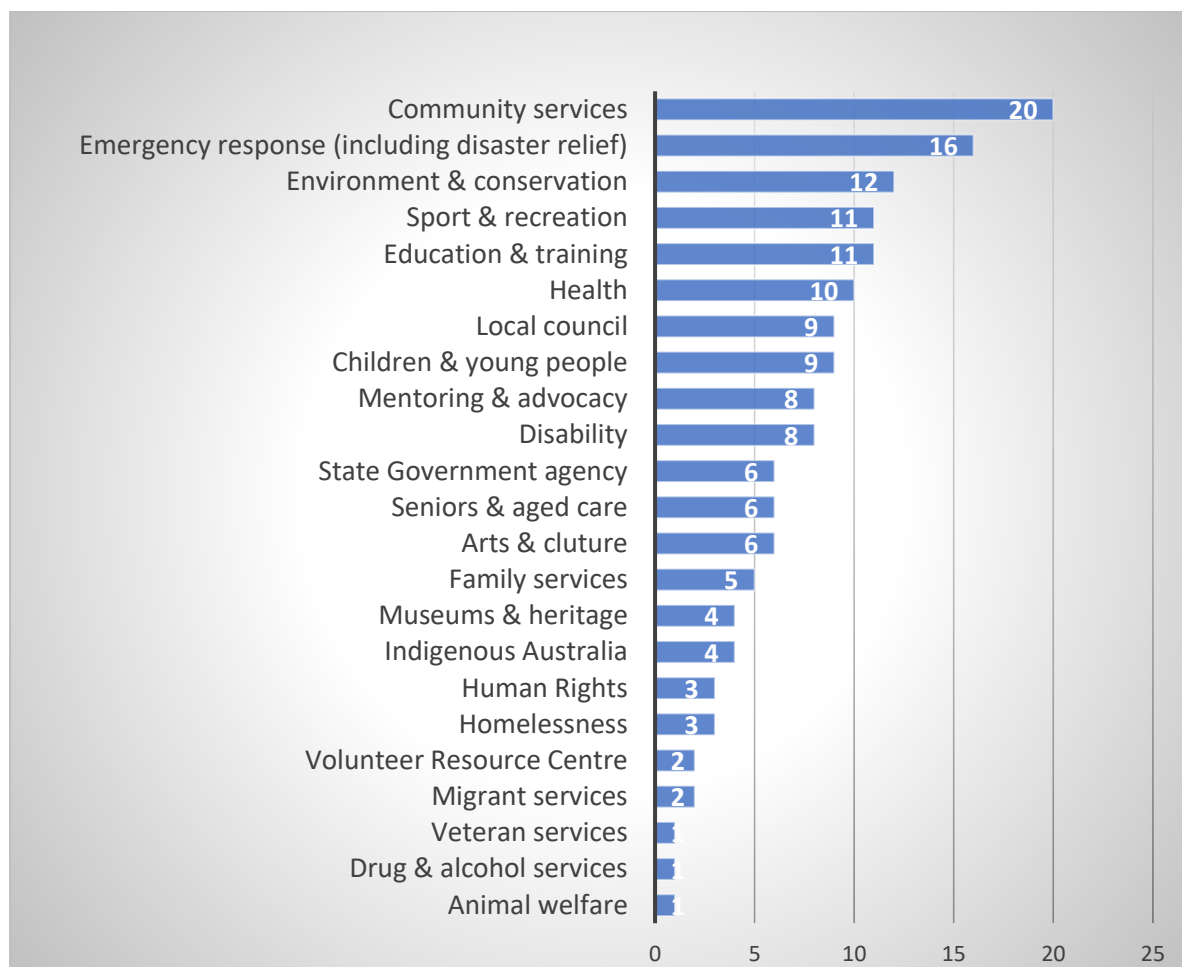


Figure 13: Sectors of operation

Number of paid staff employed

The majority of organisations 35 (58%) employ paid staff. Of those that did employ staff the most common range is 1 to 10 staff (10, 17%). That 24 (40%) organisations, groups and clubs did not employ any paid staff is a hint as to the size of the organisation and the way it is managed, possibly by one person, a small group or committee that takes responsibility for volunteer management.

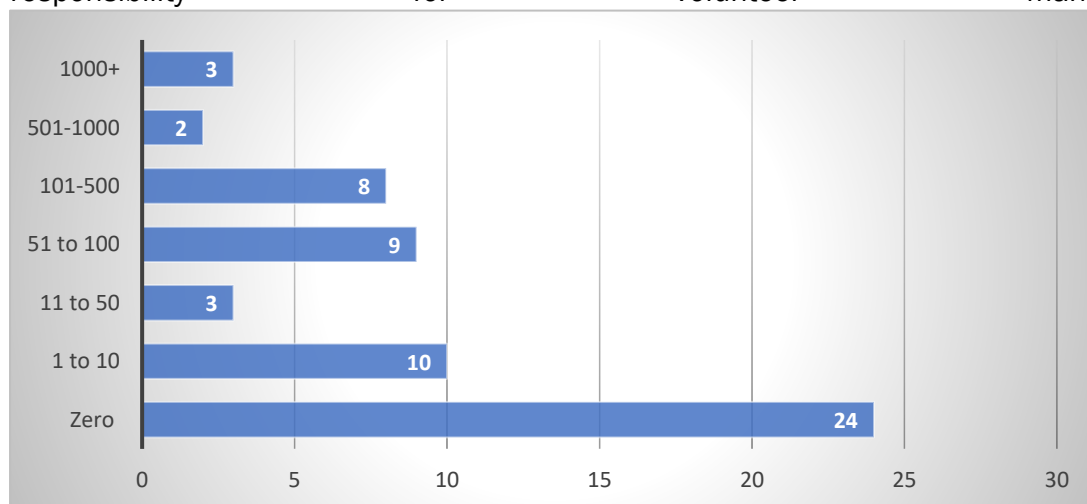


Figure 14: Number of paid employees

Number of volunteers in 2019

The majority of responses identified three ranges of volunteers engaged: 37% (22) of organisations, groups and clubs engaged 11-50 volunteers, 23% (14) engaged 101-500 volunteers and, 17% (10) involved up to 10 volunteers in their organisation, group or club.

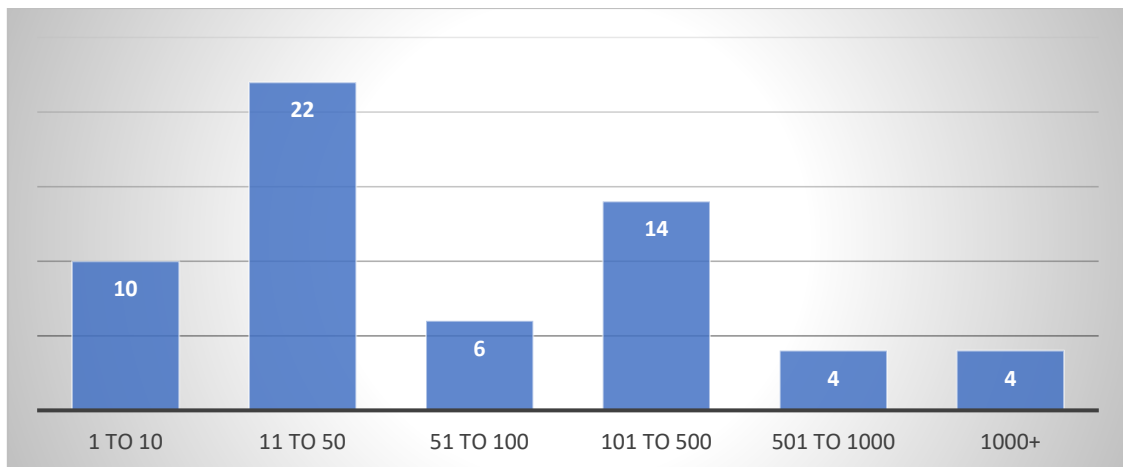


Figure 15: Number of volunteers

Membership

If organisations, groups or clubs were membership based, they were asked to identify how many members existed. Of the 60 responses, there were two main responses – membership in the 11 to 50 category (20, 33%) and the not applicable category (20, 33%). These results may indicate that the responses in the not applicable category is due to respondents either not having members currently, or, not having membership as part of their organisation's structure.

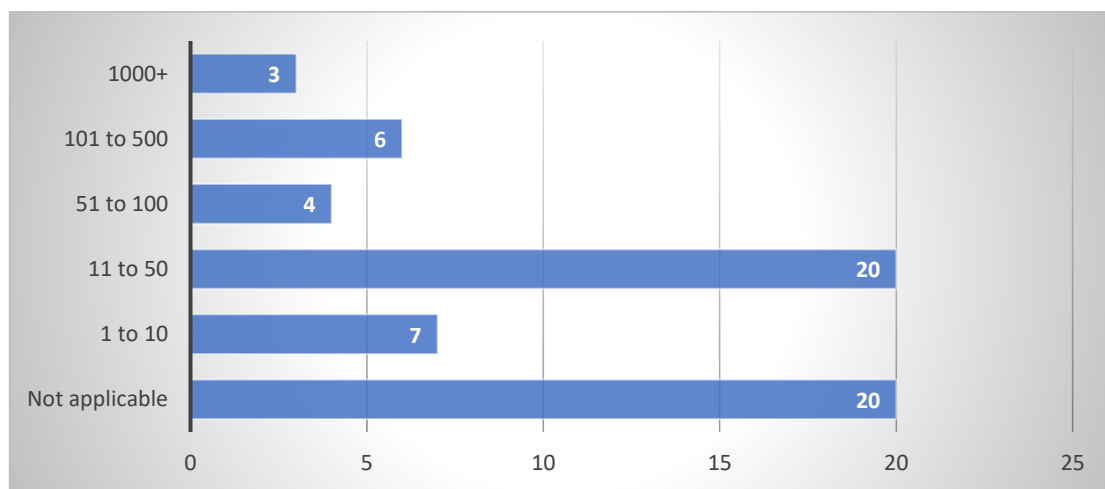


Figure 16: Groups and clubs offering membership

Number of paid volunteer coordinators or managers

Over half the total number of respondents (60) stated their organisation employed a paid volunteer coordinator or manager (28, 47%). A small number 11 (19%) employed more than 5 managers or coordinators of volunteers. It is interesting to note that 31 (52%) did not have a paid position for manager of volunteers, even though over half of the respondents (35, 58%) did employ staff.

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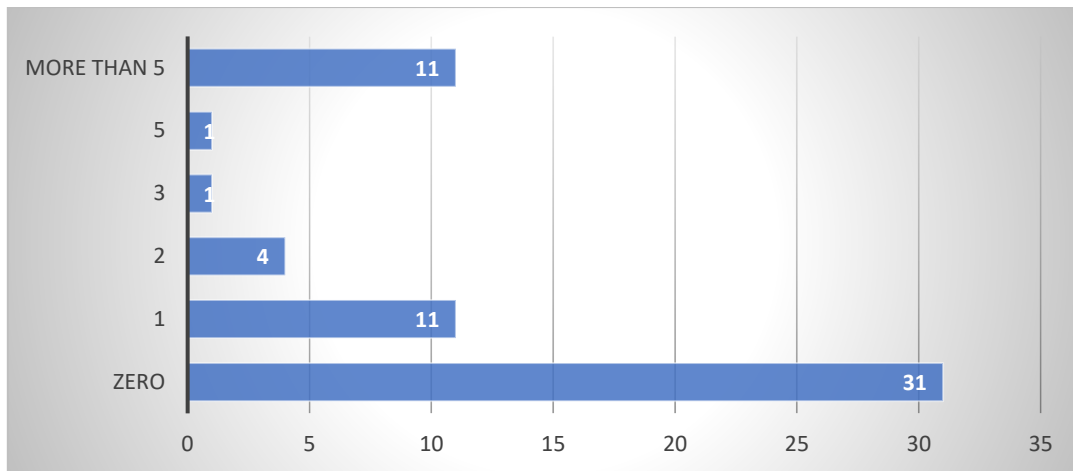


Figure 17: Number of paid volunteer managers

Number of unpaid volunteer managers or coordinators

When considering the number of responding organisations, groups or clubs that engaged unpaid people in the role of volunteer manager or coordinator, it can be seen that 17 (28%) engaged more than 5 and a further 8 (13%) engaged 3 unpaid managers and coordinators of volunteers.

The largest response came from 31 (52%) respondents who did not have paid volunteer managers or coordinators. Considered in relation to the number of paid employees and the following table on the number of unpaid volunteer managers and coordinators, this result may indicate that the main group of respondents came from small clubs and groups rather than formalised organisations with budgets that enabled the employment of staff.

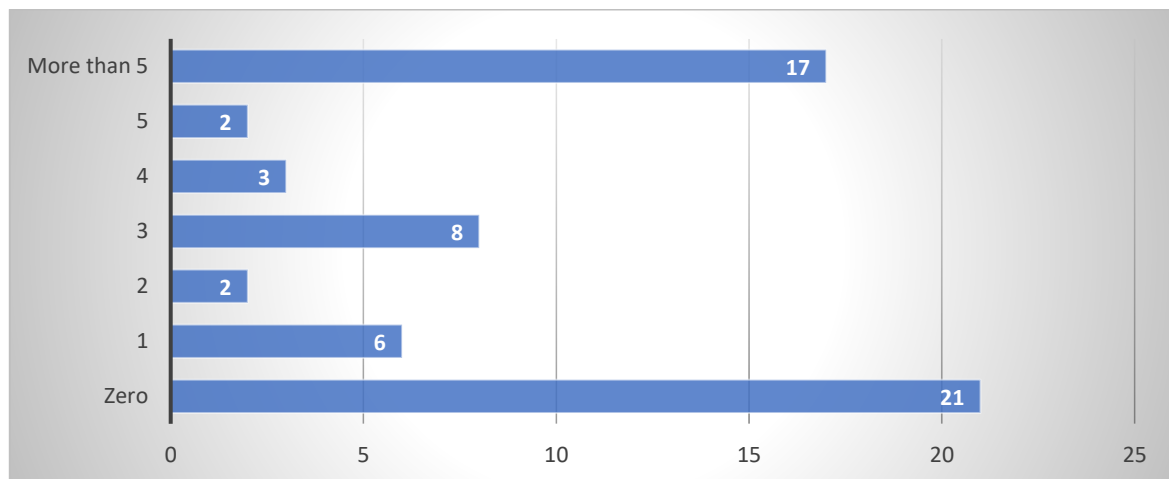


Figure 18: Number of unpaid volunteer managers

When considering the information on demographics, it would appear that the majority of respondents were from small groups, clubs and organisations with a small number operating in numerous locations across the State, a strong membership base, paid staff and volunteers.

Management of volunteers

Processes for involving volunteers

There were 57 responses to the question asking respondents to identify the formal processes for engaging volunteers. Formal processes for engaging volunteers appeared to be high with 33 (58%) making use of all processes. An application form and an informal chat or interview was used by 53

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(93%) of respondents. Figure 9 illustrates that formal processes for engaging volunteers was standard practice amongst organisations, groups and clubs.

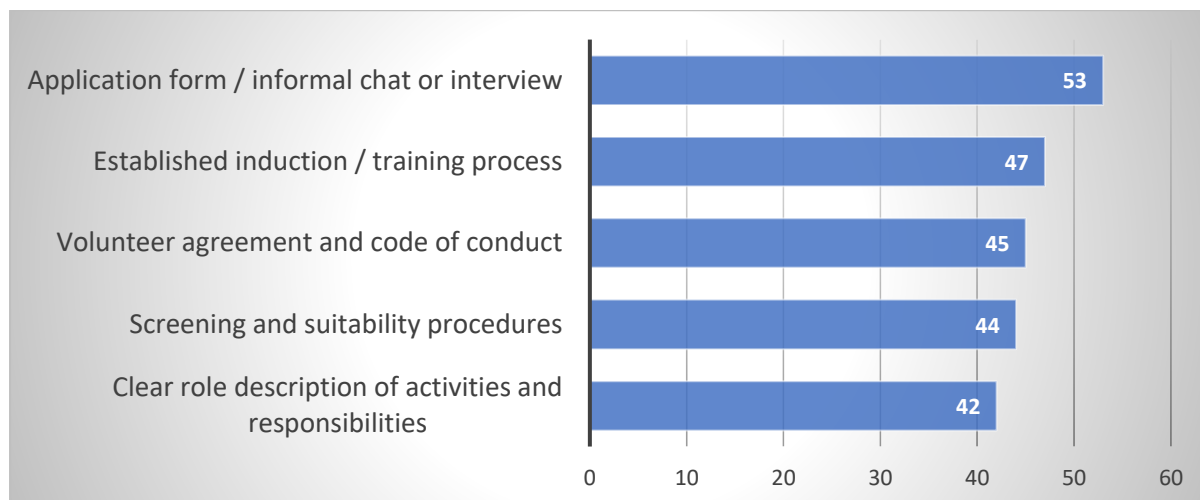


Figure 19: Initial processes for involving volunteers

Volunteer personal accident insurance

Forty (67%) respondents stated they had volunteer personal accident insurance in place to protect volunteers. Figure 10 illustrates the policies implemented to ensure a safe working environment for volunteers such as a privacy policy, anti-discrimination policy and the most common, work health safety policy and procedures 48 (80%).

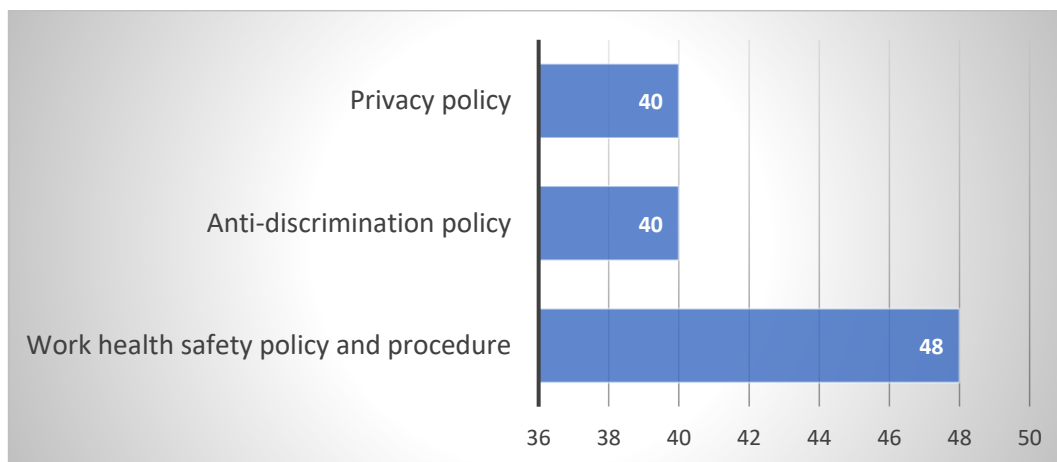


Figure 20: Policies ensuring a safe working environment

System for managing inappropriate behaviour by volunteers

The majority of organisation respondents 45 (79%) had implemented a system for managing inappropriate behaviour displayed by volunteers.

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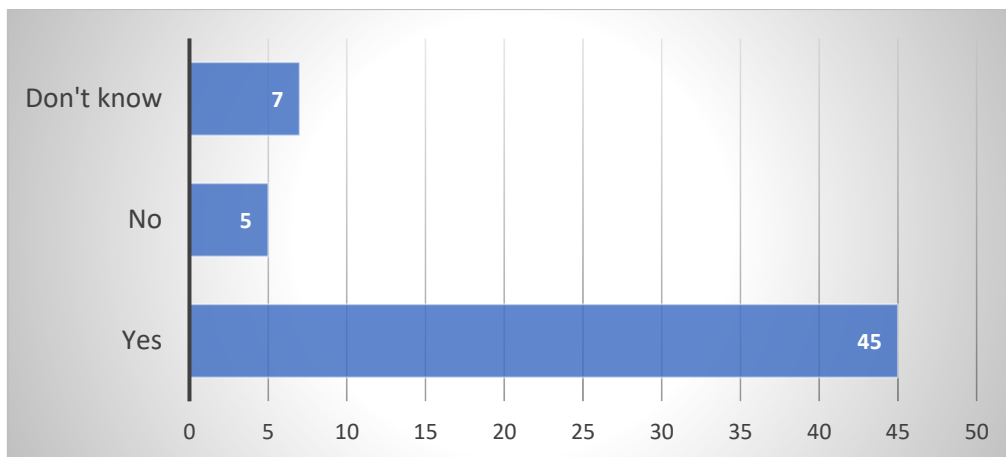


Figure 21: Processes for inappropriate behaviour

A number of comments provided more information about the type of processes implemented. These ranged from guidelines such as fact sheets to a more extreme '1st warning then out'. Between these two parameters, organisation used volunteer agreements, grievance and complaints systems, codes of conduct and constitutional clauses, e.g. *Constitution states that ongoing inappropriate behaviour will not be tolerated & volunteer will be asked to resign from the group if there are no changes in attitude.*

A common response illustrates a process of dealing with problems:

It follows a grievance procedure, but has a focus on individual victim empowerment when internal, and peer support when it involves external community aggression. If the inappropriate behaviour is from the organisation member towards a member of the public there is a process of management that is undertaken. Put simply it would be three strikes with no progress or effort to change sees an end put to the opportunity for volunteering

person displaying inappropriate behaviour is approached by a committee member and asked to give their side of the situation. Code of behaviour is explained to the person in question. If solution is not acted upon then a series of consequences pending on outcomes increasing in penalties are implemented. Most severe penalty, excluding criminal activity, is termination of membership and barring from entering the grounds

Evaluation of volunteer work

Twenty-nine (51%) stated that their organisation, group or club did not implement any system for evaluating volunteers (see Figure 12).

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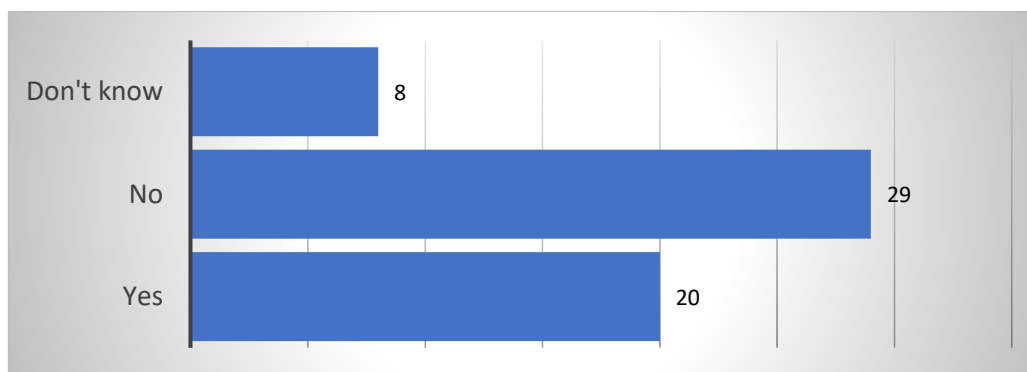


Figure 22: Evaluation of the work of volunteers

Of the 20 (35%) who did have systems in place, the comments provided showed a range of examples.

Standard performance review forms and discussion process. This is difficult with some volunteers who do not see the relevance to them as in their eyes they 'just volunteer'. It then becomes a challenge to get them to engage effectively to achieve the desired outcomes and also takes up much more time than should be allocated for management of the process, which is an ongoing frustration of time and resource poor managers. Too much structure is not viewed or engaged in positively with volunteers, but some framework is required to achieve organisation best practices. ... Our organisation has had people who were great volunteers resign with all the volunteer requirements that they were forced to undertake to ensure compliance with standards and procedure evidences.

There is a 3 month point where the volunteer reflects with supervisor on the role and performance. At this point it assist feedback and determination if the role is right and working for both parties. We also have a survey we pay for volunteers to provide feedback about their role and the organization bi yearly.

Not really. However, at regular (term/quarterly) meetings, any issues in regards to the whole team's performance in terms of required admin will be addressed. If a volunteer is identified as needing support to understand processes, they will be supported by paid staff as the issue arises. It isn't an evaluation, per se.

Disputes and conflict

Grievance or complaints procedures

Of the 44 responses to this question, 39 (89%) confirmed the existence of a grievance or complaints procedure as part of their management processes.

Do grievance / complaints procedure exist	No.
Yes	39 (89%)
No	5 (11%)

Complaints and grievances over the previous 2 years

Thirty-two respondents provided information about the complaints their organisation had received from volunteers over the previous two-year period. A number of organisations dealt with multiple complaints. This need not reflect the lack of management practices in a particular organisation or club. Rather it may be that the numbers reflect complaints

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from a number of branches of a particular organisation or it may reflect that certain organisations have comprehensive and up-to-date record keeping practices. This finding must also be balanced in the knowledge that 10 (31%) respondents did not keep records.

From the information provided it appears that personality clashes, and problems between volunteers were the two areas that resulted in complaints and disputes over the previous two-year period.

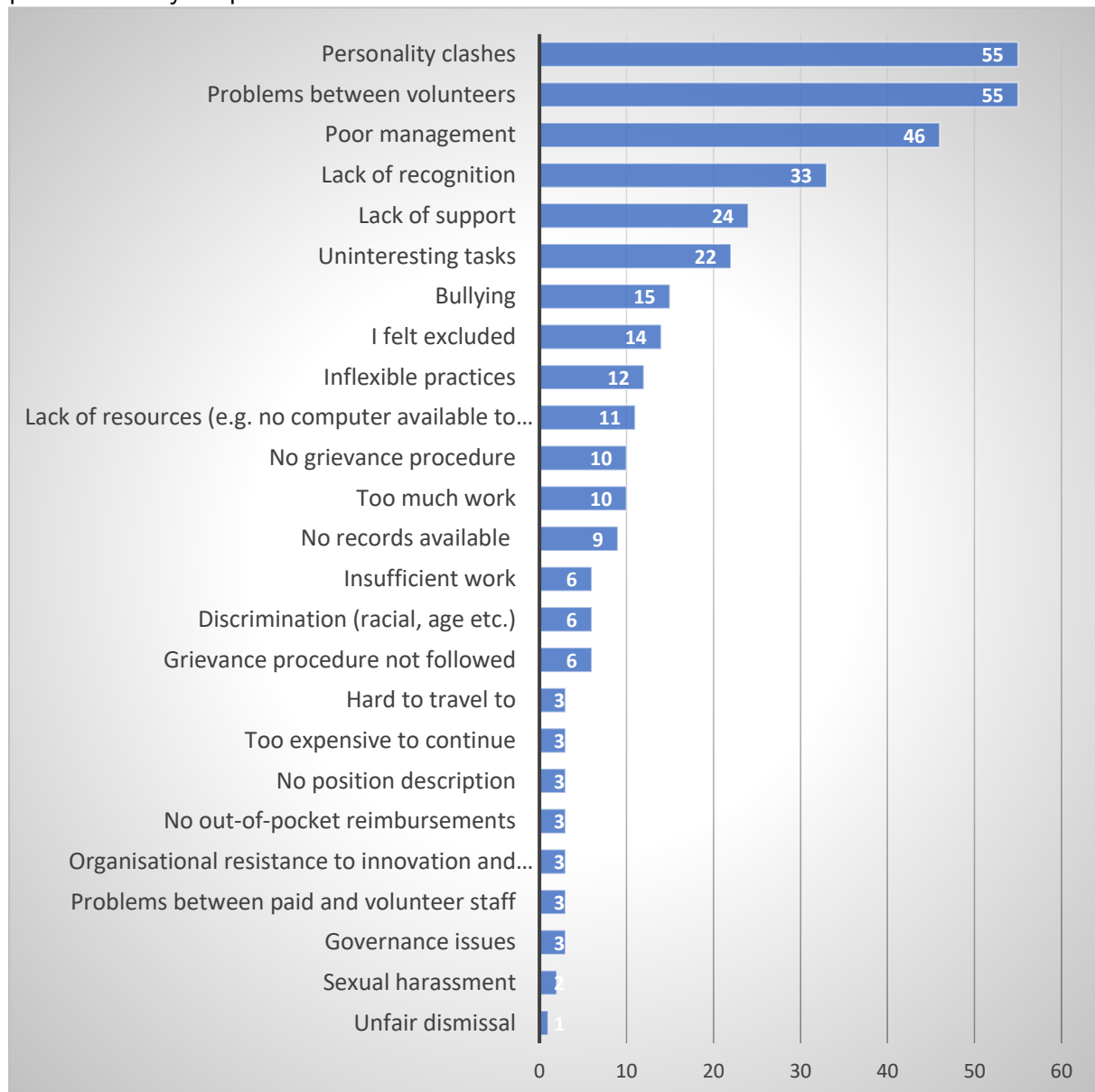


Figure 23: Complaints and grievances from volunteers to their organisations over the previous 2 years (Note: these responses reflect that many organisations dealt with more than one grievance over the time period)

Resolution of volunteer complaints and grievances

Organisations, groups and clubs used a variety of methods to resolve issues. Of the 42 responses two internal processes, 'Internal dispute resolution process' and 'Internal procedure – volunteer performance' were the most commonly employed. As shown in Figure 14, these internal processes were supplemented by a range of external agencies and practices. As noted in other questions respondents listed each process they used.

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Regardless of these efforts 13 organisations stated that a total of 42 volunteers left the organisation, group or club.

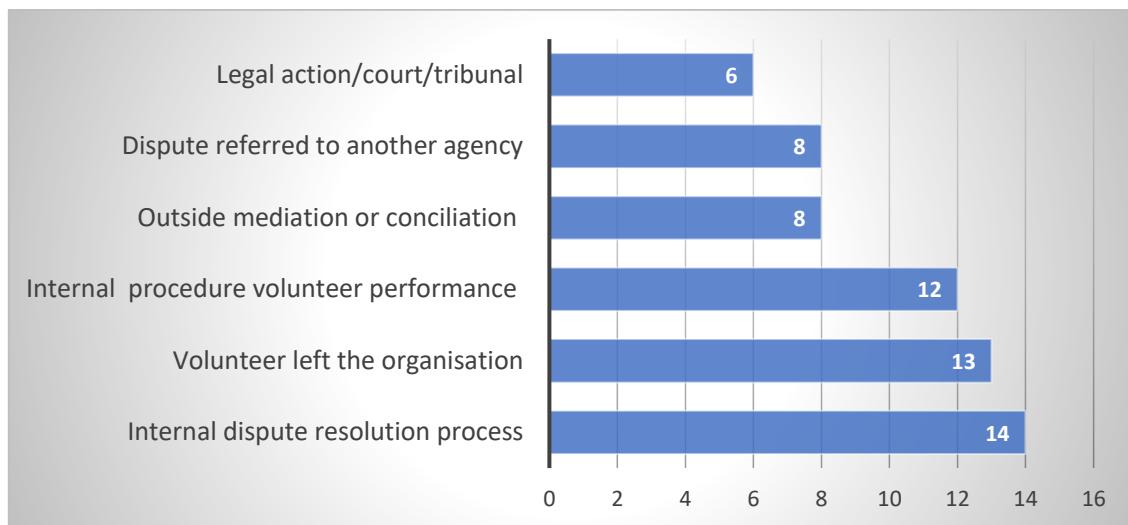


Figure 24: Techniques for resolving disputes and conflict

Dispute resolution methods

Respondents were asked to identify the processes they used and the numbers of complaints they had managed through to resolution. Internal dispute resolution processes had been used on 125 occasions. It must be noted that one organisation stated they had managed 79 complaints for both categories - internal dispute resolution process and internal procedure for managing volunteer performance and/or behaviour respectively. It is unknown why this organisation had results far greater than other respondents. It may be that such large results were due to a statewide tally of events by a large organisation with many branches. Similarly, another organisation stated that 20 volunteers had left due to complaints and grievances. Again, this may be the result of a statewide calculation. These were rare particularly as the majority of respondents operated in one geographic area. One suggestion for these anomalies is that these organisations kept very good records.

Engaging external bodies or processes to resolve disputes was the least preferred option. None of the respondents had engaged in arbitration. Three respondents employed outside mediation or conciliation and two referred the dispute to another agency. One organisation had referred a dispute to SafeWork SA.

Ensuring a work safe environment for volunteers

This question sought information about avenues available to help when trying to resolve a dispute. This included having internal conflict resolution processes available, people to approach for help and external support mechanisms. Thirty-six (84%) would consult existing complain management processes and 42 (56%) knew of avenues where external support could be found.

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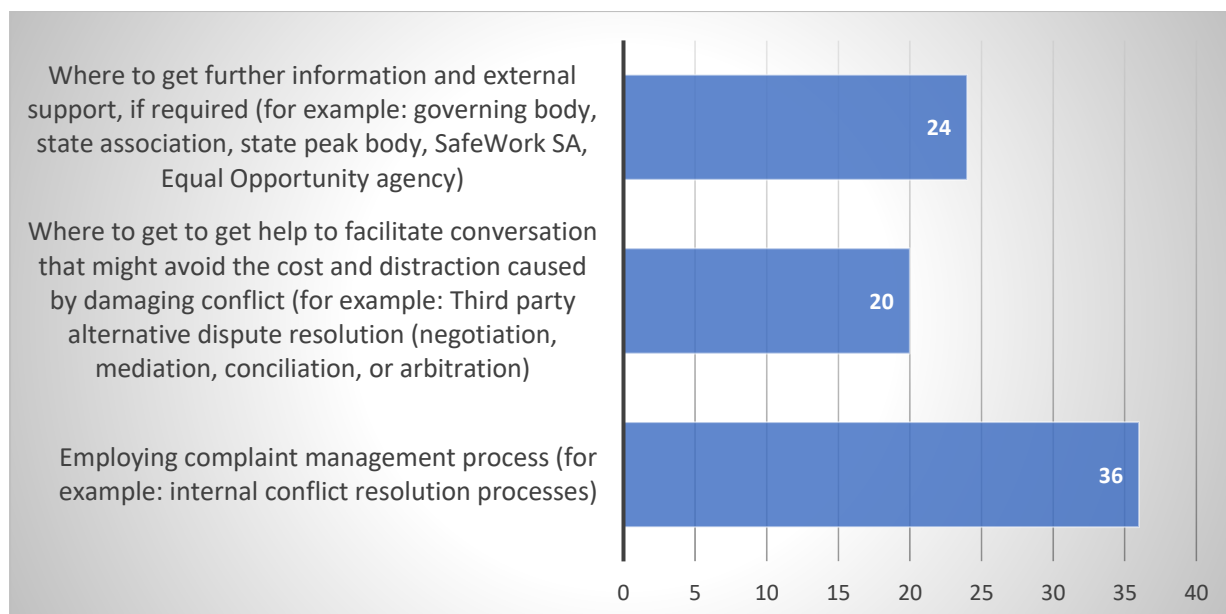


Figure 15: Knowledge of alternative options for addressing complaints

Final comments

Participants were asked to make any final comments. Of the 20 comments some were outside the parameters of this survey (e.g., 'Free public transport'). Other comments could be separated into three main areas.

Current situation: Respondents commented on problems for their sector and suggestions for dealing with them.

In general, our community clubs are struggling with their understanding with volunteer management.

doing the survey made me realise we can do better with our volunteers' policies around OH&S, induction. I have done this in our football club. Volunteer insurance is something I would like to know more about

we find that clear expectations and worthwhile work is critical - having these in place usually negates (preventative) the issues that framework is set up to deal with (treatment)

Need to provide more training that is applicable to the volunteer work being done.

We try and best match skills, experience and capabilities to jobs required

Some suggested ways to ensure good management of volunteers: These suggestions were advanced to enhance volunteer engagement before problems arise.

Some guidance and ideas about creating volunteering opportunities for people with diverse abilities.

Appointing a Volunteer Coordinator. Essential role to help the club identify resources within membership &/or community. Continue to break-down jobs into smaller roles so that it alleviates volunteer fatigue

more local recognition from local authorities ie:-council, regulatory bodies and local member of both federal and state govts, better and easier access to grant monies whilst still maintaining responsible application procedures.

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Mentor programme

Ombudsman for volunteers would be good

Caring environment where positive attitudes in encouraging individual development is fostered.

greater support in gathering volunteers regularly for training, review and networking

Comments on the problems with red tape: This reflects not only the effects on volunteers but also on the people trying to implement bureaucratic regulations.

Volunteers don't need more legal paperwork to sort through - very small communities and volunteer burn out big issue, very few volunteers in next generation

Don't expect more regulations.

I see so many people scared off from volunteering due to the red tape clubs are imposing (due to misinformation and misdirection ie working with children checks etc.....)

Keep compliance requirements simple and efficient. Eg clearances to work with children, vulnerable groups, disabled etc to come back within a week, not months later. You lose good potential volunteers by the delays in the process and the excessive duplications across applications.

Appendix 4

Catalogue of tools, resources, legislation

Daniella Nofi, Senior Policy & Program Officer, Community and Family Services,
Department of Human Services

See attached excel spreadsheet