

Working with **Volunteers**

Volunteers are a valuable asset for museums.

Many museums – large and small – rely greatly on their contribution. This guide suggests some ways of developing an effective volunteer programme and maximising benefits to both the museum and volunteers.

Developing a **volunteer programme**

Some museums are run entirely by volunteers – if there were no volunteers, there would be no museum. For museums which have paid staff, volunteers are an important source of support, and an important way of involving the community with the museum.

Allocate enough time and resources to develop a volunteer programme. A documented programme that covers matters like policy, recruitment, and job design is vital to a successful relationship between a museum and its volunteers.

Whether they're large or small, or entirely run by volunteers, museums benefit from programmes that value volunteers. Don't make the mistake of thinking that because their work is unpaid, you can ignore volunteers or leave them to look after themselves.

Plan thoroughly before involving volunteers.

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Why **develop** a *volunteer programme?*

It may seem a lot of work to develop a volunteer programme, but the benefits are significant for you and your volunteers.

A programme shows you acknowledge the importance of volunteers and value their contribution – that you take them seriously. This means volunteers’ job satisfaction – and retention rates – will improve as they use their skills appropriately on well-designed, worthwhile tasks in their area of interest.

A documented programme ensures well-targeted, effective volunteer contribution. And it can be transferred between staff members – it doesn’t rely on the knowledge of just one staff member.

However, the programme doesn’t have to be overly formal or intimidating – rather, it’s about being clear about your needs and expectations to the benefit of everyone involved.

Managing risk

Risk management is increasingly important. For one thing, museums are responsible for many items of value. You need to know your collections and staff are safe, and a programme will help to identify and manage risks.

Health and safety legislation also requires museums to manage risk. In a small museum, the director or any other employee may be personally liable if anyone’s harmed. You need to protect volunteers as well as paid staff.



Courtesy of Museum of Wellington City & Sea

First,

develop a policy

Think carefully about the implications of involving volunteers. It's a good idea to adopt a written policy on volunteers and volunteer services. This could include statements on:

- bicultural, human rights, and equal opportunities issues
- the rights and responsibilities of volunteers
- volunteers not being used to replace paid staff
- personnel practices covering volunteers
- reimbursement of volunteers' expenses
- risk management and safety policies
- legal issues, insurance, liability for injury, and so on
- confidentiality, statements to the media, and privacy.

Museum volunteers commonly include students who want to gain work experience. These volunteers will gain particular benefit from having a formal job description and evidence of the tasks they've undertaken - to add to their CV.

Before you recruit

There are a number of issues to consider before you start recruiting volunteers. You need to decide which areas they will be working in, and appropriate projects to involve them with. Will these be long-term or short-term projects, and how many hours are involved? Who will supervise the volunteers? How many volunteers will be needed?

Be clear, too, about the resources needed to support volunteers - physical space, transport, equipment, training, any monetary cost.

With this information to hand, it's easier to decide procedures for recruitment, induction, and training, including the development of job descriptions. You can also look at potential sources of volunteers by thinking about your local community - population density, employment profiles, and so on.

Why do volunteers volunteer?

It's important to understand volunteers' reasons for volunteering. They may volunteer in order to:

- participate actively in their community
- help others and contribute
- support the museum
- use their expertise or pursue an area of interest
- meet like-minded people and improve their social networks
- gain work experience, training or qualifications, possibly with the intention of getting a paid job in the area.

Pitfalls to avoid

Volunteers who were questioned about their experiences identified the following disadvantages:

- lack of role clarity
- lack of status vis-à-vis paid staff
- lack of training and support
- lack of recognition
- overburdening, with consequent burnout
- the financial cost of involvement
- time wasted in badly organised or poorly conceived services.

A well-run volunteer programme with good personnel practices, clear expectations on both sides, and positive policies which value, support, and encourage volunteers will eliminate most of the disadvantages of volunteering.

Making expectations clear

Volunteers are a valuable asset – and they need to know that you value their contribution. You owe it to them to be clear and explicit about expectations. Make sure volunteer projects are properly thought out, and adequately resourced.

Where possible, it shouldn't cost volunteers money to volunteer. Be clear with them about costs that can be reimbursed. Be sensitive to their financial situations – some people may need to claim costs on a daily or weekly basis to ease financial hardship.

When expectations are explicit:

- compliance is more likely
- practices can be standardised
- volunteers have clear boundaries
- people are accountable
- there's less confusion about rules
- volunteers are given security, as they know exactly what they're committing to.

**CLEAR EXPECTATIONS HAVE MANY BENEFITS,
FOR YOU AND YOUR VOLUNTEERS.**

Volunteer **co-ordinators**

Where possible, have a designated volunteer co-ordinator to manage your volunteer programmes. In a large museum, this might be a full-time paid position; in a smaller organisation, it's likely to be part-time or handled by a volunteer.

A volunteer co-ordinator can be responsible for:

- making sure there are sound volunteer policies
- liaison and communication between paid staff and volunteers
- programme planning
- job design and descriptions
- recruiting volunteers
- induction and training
- supervision and reporting for volunteers
- volunteer support and development
- reviewing and evaluating the volunteer programme, including performance appraisals of volunteers
- overseeing records and documentation
- recognising the contribution of volunteers.

The volunteer co-ordinator should be someone with comprehensive knowledge of the museum and its philosophies and practices. They should also have personnel management skills.

Putting the programme *into place*



Courtesy of New Zealand
Cricket Museum

Job design and job description

Plan ahead and think in detail about each position to be filled by a volunteer.

Ask yourself:

- Does the job need to be done?
- How does it contribute to the museum's goals and volunteer policy?
- Why should it be done by a volunteer?
- Does it offer satisfying, interesting, and worthwhile work?
- Will it allow the volunteer to develop and learn?
- How will it be funded and resourced?
- Who will supervise it?
- How will it be evaluated and its success measured?
- What kind of time frame will it involve – short-term or long-term? How many hours?

Developing a formal job description helps you define exactly what tasks you need done. It clarifies the job's requirements and parameters for both the museum and the volunteer, and provides a basis for evaluation.

A formal job description identifies the type of person you need for the position: their skills, interests, qualities, and background. This makes it more likely that you'll get someone who's a good 'fit' for the job – all the better for both you and them!

Volunteers may be fearful of being swamped by too much work; a job description sets the parameters of the task. It also eliminates one of the main problems identified by volunteers – a lack of role clarity.

A job description doesn't have to be long or complicated. Keep it brief but clear. It should cover:

- job title
- tasks and responsibilities
- person requirements (skills, experience, background, personal qualities)
- time commitment (long- or short-term? how many hours per week?)

See Appendices 1 and 2 (page 16) for a template and example.

Consider using volunteers on short-term projects. Many people today prefer this to a long-term commitment.



Recruiting volunteers

Know who your target groups are in terms of volunteers. What kind of people do you need? Consider their experience, age, skills, interests, cultural background, and so on – and then think where you'll find those people.

Possible contacts might be made at a **social club, group, or association**. Once you've made a connection, keep in touch. In larger centres you may be able to recruit volunteers through a **centralised volunteer organisation**.

Citizens Advice Bureaux can also be helpful, while some companies may have **corporate volunteer programmes**. Coverage in **local media** is also a good way of recruiting. Develop a media list with contacts for local media, and provide them with a press kit explaining your programme and the types of volunteers you're looking for.

Consider liaising with **local high schools**, if you need volunteers for a specific project. Schools are often keen to find work experience for their senior students. You may end up with some new long-term volunteers, plus an ongoing relationship with the school and a regular source of volunteers.

Develop a good relationship with your local Work and Income office to tap into their subsidised and voluntary programmes. Lastly, make contact with your local probation officers as they usually have a supply of people requiring community work.

Museum networks

Existing networks in your museum may also be useful. Ask current volunteers and 'friends' of your museum to spread the word – **word of mouth** is a very effective way of finding volunteers. If your museum has a **website**, include information about volunteering opportunities and positions. Keep these updated and current.

Make a good impression

When potential volunteers contact you, it's important to make a good first impression. Don't put them off before they've even started! Respond promptly to expressions of interest.

As well, be very clear about the job parameters, including hours and flexibility. Don't ever make false claims about what the job involves or the time required.

Stress the benefits of volunteering and what people may gain from it. And always keep a record of people who enquire about volunteering, even if you can't use them at the time.

When recruiting, emphasise the benefits of volunteering.

Don't start recruiting until you know what you're looking for.

A well-planned volunteer programme and worthwhile volunteer jobs are your best recruitment tools.



Courtesy of Canterbury Museum

Application form

Develop a volunteer application form. This allows you to find out about the skills, talents, and interests of potential volunteers. You can see if they're a good fit with your organisation, and assign them to appropriate positions. You can also use this information as the basis for a register of skills and areas of interest. (See page 19 for an example of an application form template.)

Interviewing

Interviews with potential volunteers allow both parties to learn more about each other and decide if they want to proceed further. The interview allows you to find out about the volunteer's experience and qualities, and match them with a suitable position.

Interviewing is also a chance for you to tell the candidate more about your museum and explain possible volunteering opportunities. Again, it's all about getting a good fit between your organisation, the volunteer, and the position.

- An interview can be an informal and relaxed discussion. It should be a two-way process.
- Be clear about the information you need from the prospective volunteer, such as specific skills or experience.
- Make sure they understand what the job involves.
- Give them a chance to be honest and realistic about their ability to meet its requirements.
- Interview in a way that's appropriate for the position. If you need a long-term volunteer with specialist skills and a lot of responsibility, you'll need to interview them in more detail than if you simply need temporary help for a couple of hours.
- Consider health issues and requirements. For instance, does the volunteer need to lift heavy objects? Do they have Occupational Overuse Syndrome (OOS)?
- Interviewing also allows you to screen out people who might be unsuitable for your museum, or for a particular position. A wrongly placed volunteer can cause a lot of problems! Don't feel so grateful for someone's offer of help that you feel obliged to place them. If they're wrong for the job, be prepared to tactfully say so, and maybe suggest a more suitable position or organisation.
- It's a good idea to ask for references and to check with referees. Remember that museums hold many valuable items, and you want to make sure your collection is safe. Sometimes, too, volunteers may be dealing with children, for example, school groups, or handling finances. You're legally liable for the actions of your volunteers. It's important to safeguard everyone – the museum, the volunteer, and visitors.
- In some cases, you may need to do a police check or other screening, depending on the position. Explain that screening is part of your standard procedures. Note that it may breach the Privacy Act 1993 to seek information on a person without their consent. You can ask the volunteer to obtain and provide the required evidence, or ask them to sign a form from the Ministry of Justice authorising the museum to obtain it. This process is free and details can be found at www.justice.govt.nz/privacy.
- Think carefully about what kind of position and responsibilities are appropriate for the particular volunteer.

Set aside a reasonable amount of time for interviewing.

At the end of the interview

When you finish the interview, be clear about the next step. Let the applicant know when you'll be in contact and what will happen next. Then do it! Many prospective volunteers are lost by inadequate follow-up procedures.

Once you've made your selection:

- Inform applicants quickly
- Send a written confirmation
- Let them know the next step (for example, the time and place for induction or training)
- Supply contact names and phone numbers
- Establish an agreement
- Provide any 'rejected' volunteers with a prompt and sympathetic explanation for their non-selection.

Volunteer agreements

Once you take on a volunteer, it's a good idea to provide a volunteer agreement, to be signed by the volunteer and a representative of the museum. A volunteer agreement:

- acknowledges that the museum takes volunteers seriously and their work has status and importance
- acknowledges the mutual obligations of the volunteer and museum
- may strengthen the commitment of motivated volunteers and discourage half-hearted, uncommitted volunteers.

Like a job description, a volunteer agreement clarifies parameters and expectations, and provides protection for both parties. It also makes it easier to enforce rules or – if the worst happens – terminate a volunteer's contract in cases of misconduct. The agreement may include details of:

- the role, tasks, and time commitment
- accountability and supervision arrangements
- induction, training, and development
- procedures in the case of sickness or holidays
- grievance or disciplinary procedures
- arrangements for reimbursing expenses
- health and safety procedures
- expectations of the volunteer, for example, behaviour, attendance, dress code, code of conduct
- any trial period
- any requirements of a notice period.

(See page 20 for an example of a volunteer agreement template.)

If you're involving volunteers under 16, have their parent or guardian sign an agreement form.

Build in a trial period, and review how it's all going after the stated period is up. If things are really not working, be prepared to say so.

Induction

Provide a thorough induction or orientation for volunteers when they start. This should include information on:

- the museum's objectives and aspirations
- the museum's structure and lines of communication
- the volunteer's role and tasks
- hours and rosters
- expectations, including behaviour, dress code, code of conduct
- issues of privacy and confidentiality
- any special privileges (for example, discounts)
- who will be supervising them
- training
- evaluation or appraisals
- what to do if they're ill or can't attend
- health and safety, including hazard identification
- emergencies
- security
- practical details: toilets, tearooms, smoking, and so on
- arrangements for reimbursing expenses (procedures for claiming, limits, how often these will be paid, prior approval)
- a point of contact for queries.

Develop and provide volunteers with a written handbook or induction materials, welcoming them to the museum and covering the points listed above. This can act as a reminder for volunteers of what the museum expects.

These materials can also act as the basis for a volunteer agreement.

Do your volunteers deal directly with the public? If they're the public face of the museum, make sure they have the information they need to be able to represent you appropriately.



Working with *volunteers*

Getting the best from volunteers

Use volunteers' time well and productively, and engage them with worthwhile tasks. Volunteers who feel under-utilised – or that their time is being wasted – are likely to get discouraged and may leave.

Ensure that volunteers know to whom they are responsible to, and for what. Volunteers need to understand the activities they are undertaking and how these fit with the museum's development.

Volunteers need work that allows for job satisfaction and a degree of autonomy, yet offers adequate support and direction. As well as offering the chance to develop skills, volunteering can be sociable and fun!

Building good relationships

It's important to recognise and appreciate volunteers and their contribution. See below on appreciating volunteers' contribution.

Communication is the key to building good relationships, especially between paid staff and volunteers. Talk to your volunteers, and listen to their concerns. Deal with any issues.

Keep volunteers informed of what's going on. Don't let your volunteers be the last to hear about a proposed change at the museum. If you have the resources, you might consider a newsletter or website section aimed at volunteers, to keep them updated on news and new opportunities and to celebrate any special achievements.

Collaborative projects and social events can also be used to build good relationships among volunteers.

Build good relationships.
Communication is the key.

Appreciating **volunteers' contribution**

It's hugely important to recognise and appreciate volunteers and their contribution. Treat them as a valuable and integral part of the museum.

- Personal contact and feedback are vital, including common courtesies like taking the time to say hello, stop for a chat, and thank volunteers for their work.
- You may be able to offer special privileges of some sort, for example, discounts in your shop or café, or free entry passes to the museum for their friends or family.
- You may be able to reimburse volunteers' expenses, such as travel or parking.
- Consider giving volunteers access to services you offer to paid staff, for example, Employee Assistance Programme (EAP) and social club activities.
- The annual Volunteer Awareness Week (usually held in March) is a great opportunity to celebrate and recognise the contribution of your volunteers. Visit the Volunteering New Zealand website (www.volunteeringnz.org.nz) for more information.

The personal touch

Social events give volunteers the chance to get to know one another, enjoy themselves, and team-build. These can be anything from a morning tea to a Christmas party, a pot luck meal or an outing. Involve your volunteers in planning – find out what they'd enjoy.

Little things can mean a lot. Consider sending volunteers a card on their birthday or giving a Christmas gift. If they're ill or have a family bereavement, send a card or flowers. Remember to celebrate their successes and personal achievements.



A volunteer in period costume. Courtesy of Canterbury Museum

Supervising volunteers

Volunteers – like all people – need reassurance and reinforcement that they’re doing the job well, and access to support when necessary.

Think about how volunteers will be supervised, and how this fits into the museum’s management structure. It’s important to be very clear about roles and accountability, and who makes decisions.

- Supervision should be supportive and helpful. As with any staff, volunteers need a balance between autonomy and direction.
- If needed, direct the volunteer to bring their work closer to the objectives of the organisation.
- If day-to-day issues arise, for example, lateness, make sure these are addressed at the time. Make sure the volunteer knows what’s expected of them.
- Think about how you’re going to manage the relationship between paid staff and volunteers. This should be a partnership; paid staff should be involved in planning for volunteer involvement.
- Distribute tasks equitably between paid staff and volunteers. While volunteer work should complement the work of paid staff without replacing it, it should still be interesting and challenging.
- Make sure the roles of paid staff and volunteers are clear.



Courtesy of New Zealand Cricket Museum

Monitoring and evaluation

Make sure you monitor your overall volunteer programme so you can assess how it's going and make any needed improvements.

Performance appraisals of individual volunteers allow you to:

- give volunteers feedback on their work
- help them improve their performance
- make sure you're meeting goals and objectives
- ensure you're meeting risk management and accountability requirements.

Let volunteers know ahead of time how and when you plan to do this. One museum assesses new volunteers after one day, one week, and one month. Performance appraisals don't need to be formal – or threatening!

Performance appraisals should include:

- a review of the volunteer's performance under a number of headings, over a specific period
- principal achievements
- potential for further development
- goals and objectives for the ensuing period, for example, training, promotion, or personal issues.

Tips for performance appraisals

- Make sure you set aside enough uninterrupted time.
- Job descriptions should be the basis for performance appraisals.
- Be positive and supportive. Celebrate achievements and progress, and also look at potential for development.
- Give constructive feedback.
- A review should be a two-way process. Use it as an opportunity to find out any suggestions and concerns the volunteer may have.
- If the volunteer's performance isn't satisfactory, talk about the reasons, and see if an alternative task would be a better fit.
- There should be no surprises at the performance appraisal. If a volunteer is struggling to meet job requirements, or not carrying out tasks correctly, don't wait till the performance appraisal to address these issues.
- Have a policy on who has access to performance appraisal records.

Training and development

Assess training needs at the time of induction and then at regular intervals. In-service training is a valuable way to:

- upgrade volunteer performance
- provide volunteers with personal development opportunities
- motivate and retain volunteers
- recognise their value
- keep them up-to-date with trends and developments.

It may seem a lot of work initially to train volunteers, especially if it is for a short-term project, but volunteers are only 'worth their weight in gold' once they are fully trained and familiar with the task required.

Think creatively – it may be possible to share training sessions with other museums in your area. Talk to National Services Te Paerangi about your training needs.

Record keeping

Keep good records about your volunteers. Have a file which includes their application form, job description, volunteer agreement, details of projects they've worked on, and any other documentation (time sheets, training records, and so on). These can be very helpful when evaluating your volunteer programme. They also provide a basis for personal references.

It is also vital that a list of volunteers' emergency contact numbers is kept close at hand (for example, at the reception area) in case of injury or illness while at the museum.

Termination

Know what's considered inappropriate behaviour and what will be grounds for termination of the volunteer contract. Make sure volunteers are aware of this – put it in writing.

If you've built in a trial period, there may be times where at the end of this, you can see that the situation isn't working out. Be prepared to say this, even though it may be difficult. Thank the volunteer for their input.

A job description which covers a limited task or set of tasks may make it easier to let a volunteer go when these have been completed.

Volunteers may leave of their own accord for a number of reasons. Younger volunteers or students who are volunteering for the work experience are likely to move on when paid work becomes available. But if there's an ongoing high level of turnover among volunteers, it's worth asking why, and what you can do to improve volunteer retention.

When a volunteer leaves, you may want to do an exit interview with them. This can be a really useful chance to find out their perceptions and suggestions about volunteering for your organisation.

RECOGNISE AND APPRECIATE VOLUNTEERS.

Developing a

volunteer handbook

It can be very useful to develop a volunteer programme handbook for staff to use, documenting all areas of the volunteer programme as explained in this guide. Having all aspects of the programme in writing makes it transparent, and allows it to be run by different staff.

Include:

- volunteer policy
- job descriptions
- application forms
- volunteer agreements
- induction materials
- performance appraisal forms.

Legal considerations

Legislation which may affect your volunteer policies and practices includes:

- the Privacy Act 1993
- the Human Rights Act 1993
- the Health and Safety in Employment Amendment Act 2002
- Injury Prevention, Rehabilitation, and Compensation Act 2001.

Remember, the Health and Safety in Employment Amendment Act applies to volunteers as well as paid staff.

An organisation is legally responsible for the actions of its volunteers. Insurance options may be available to provide you with protection.

For more information on legal considerations, see *Keeping it Legal: E ai ki te Ture* (New Zealand Federation of Voluntary Welfare Organisations, 2005).

Appendix 1: An example of a volunteer job description

Date:	22 March 2004
Job Title:	Volunteer – Education Costume Collection
Responsible to:	Education and Public Programmes Manager
Responsible for:	N/A
Outcome Customers:	Education groups visiting the Museum Visitors to the Museum The local community
Key Relationships:	Collection Manager – Human History Curators Volunteer Co-ordinator Other staff as appropriate Other Volunteers

1. Job Context

The **XXX Museum** exists to add value to the local community and the many visitors to the Museum, by welcoming our visitors to explore the diversity of the natural world and our cultural heritage and to make this a fun experience. This will be achieved through:

- working with a range of partnerships, which integrate us into the wider community. In particular we are committed to working with iwi in the spirit of the Treaty of Waitangi, embodying concepts such as māuri, kawa, mana and wairua māori.
- building and properly caring for the collection of priceless treasures we hold in trust for the community
- providing our visitors with friendly high quality service and ensuring equitable access to all
- providing maximum community benefits from the resources made available to us
- providing staff with training and development required to enable them to carry out the objectives of the Museum.

The **Education and Public Programmes Group** exists within the Museum Programmes Division to:

- take a lead role in the educational aspects of design, planning, development of short and long term exhibition and displays
- promote the educational role of the Museum locally, nationally and internationally by achieving excellence in these areas of endeavour.

2. Job Purpose

The position exists within the **Education and Public Programmes Group** to:

- to repair and replace items of clothing that make up the Pageant of New Zealand Costume Collection
- to ensure that the collection is adequately stored according to general Museum practices
- to update the collection to include the following decades: 1980s, 1990s.

3. Key Output Areas

These key outputs are not exhaustive. They reflect the current environment and it is recognised that they will be subject to variation dependent on internal and external change.

Repair, replace or create collection items

This will be achieved by:

- source required materials
- repair, replace or create collection items.

4. Profile of an Ideal Candidate

The following job competencies, qualifications and experience represent an ideal applicant. It is recognised that not all candidates will meet all criteria.

(a) Job Competencies

Knowledge

- some knowledge and appreciation of the contents of the Museum
- some knowledge of the development of New Zealand costume
- aware of and sensitive to cultural and special needs, particularly of Tikanga Māori

Skills

- excellent machine and hand sewing skills
- ability to work well within a team
- ability to work well alone
- good organisational skills

Behaviour

- interest in the Museum day to day business and philosophies
- willingness to learn

(b) Qualifications

The position will require:

- qualification relevant to the specific task(s)

(c) Experience

The position will require:

- experience relevant to the specific task(s)

Agreed:

.....
Name of Volunteer
Volunteer

.....
Name of Manager
Manager

.....
Name of Director
Director

Appendix 2: A volunteer job description template

Appendix 2 : volunteer job description template

		Details of volunteer position
What will the volunteer do?	List all the tasks	
Key Relationships	State who will be working with the volunteer	
	Responsibility to	
	Responsibility for	
Skills/Knowledge/Qualities required	State the experience and skills required/preferred	
	List the qualification and knowledge required/preferred	
	List the personal qualities required/preferred	
	Describe the training that will need to be provided	
Working hours/project deadline	Stipulate working hours – clearly stating hours and days per week/month etc	
Location	Completion date (if short term project) State location of work	
Reward/Remuneration	Describe any rewards that you envisage the volunteers will receive, i.e. training, experience	

Appendix 3: A volunteer application form template

Appendix 3: volunteer application form template

Name _____ Male/Female _____
 Address _____ Post Code _____
 Home Tel _____ Mobile _____ Business _____
 Email _____ Occupation _____

1. Why do you want to become a volunteer?

2. Do you have any previous volunteer experience? Yes/No (if yes please give details)

3. What is your past work experience?

4. What other commitments do you have that may affect the time you can give to XXX Museum?

5. Which areas are you interested in?

6. Do you have any formal qualifications in any of the above? Yes/No (if yes please give details)

7. Do you have an interest or skill in any of the following?

- Teaching Display and visual arts
 Cataloguing Administration
 Conservation Carpentry/painting/setting up displays

8. How much time are you able to give XXX Museum?

Weekly _____ Monthly _____ One off _____

9. What times are you available? Please circle day and time below.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
am / pm	am / pm	am / pm	am / pm	am / pm	am / pm	am / pm

10. Are you able to attend on a regular or on an "as required" basis?

11. Referees (Please provide details of two people we can contact e.g. work supervisors, teachers, tutors) and an emergency contact.

	Referee 1	Referee 2	Emergency contact
Name			
Address			
Contact Number			

12. Do you have any medical condition/s that would affect your volunteer work? Yes/No (if yes please give details).

Signed _____ Dated _____

Appendix 4: volunteer agreement template

1 PARTIES TO AGREEMENT

This volunteer agreement is made between XXX museum (hereafter known as “the Museum”) and **Name of volunteer** (hereafter known as “Volunteer”).

2 COMMENCEMENT

This agreement will commence on **date**.

3 POSITION

Your position will be **e.g. Collections Volunteer**. You agree that you do not expect to be remunerated for work performed as a Volunteer.

The principal duties are as set out in the job description attached. It is accepted that the Museum can change these, after consultation.

4 HOURS & LOCATION OF WORK

You agree to work **e.g. Tuesdays between 9.00 am and 12.00am**.

Your sole place of work will be **XXX Museum, address of XXX Museum**. Any work carried out outside the Museum will not form part of this agreement unless agreed in advance and in writing.

5 REVIEWS

Specific tasks will be agreed and reviewed at least every six months with your manager.

Either party has the right to terminate this agreement at any stage, upon one hour’s notice.

6 REMUNERATION/BENEFITS

You agree to work without financial reward.

You will be reimbursed for actual, reasonable expenses, incurred in the course of your duties, which have been authorised in advance by your manager.

You will be provided with a working space, equipment, and protective clothing if required.

You will have use of the staffroom facilities.

You will receive copies of the Museum internal publications and invitations to relevant volunteer, paid staff and Museum functions.

7 ABSENCES

You will notify your manager or the Volunteer Co-ordinator (or equivalent of), if you are unable to attend at the agreed time and day.

8 CODE OF CONDUCT

You agree to adhere to the Museum’s Policies, Procedures and house rules, as adopted by the XXX Museum since **date**.

Professional behaviour and attitude is required in your dealings with management, customers, other volunteers, staff or clients of the Museum.

An appropriate standard of dress is required at all times.

9 TRAINING

You are required to attend relevant training offered by the Museum.

10 CONFIDENTIALITY

Where you have access to confidential information you will not, without proper authority during the continuation of your volunteer work, or after its termination, disclose to other persons, organisations, or make use of for your own benefit, any confidential information relating to the Museum.

11 PROPRIETARY RIGHTS

Unless prior written agreement is obtained from the Museum, copyright and similar proprietary rights in all work done, as a Volunteer with the Museum will belong to the Museum.

12 SAFETY

Attention is drawn to the provisions of the Health and Safety in Employment Amendment Act 2002.

You are required to be proactive in taking all reasonable practical steps to ensure the safety of yourself and others affected by your work, and to co-operate fully with management in implementing the Museum's Health and Safety Policy and Procedures.

13 SMOKE-FREE

The Museum has a smoke-free work environment. It is a condition of the Volunteer Agreement that this provision is accepted.

14 SECURITY

You accept that at all times the Museum collection and property under your care must be safeguarded against any loss. You will ensure that all reasonable precautions are taken to protect it. Failure to do so will be considered to be serious misconduct.

15 RESOLUTION OF PROBLEMS

You can raise matters with your manager or the Volunteer Co-ordinator. If the matter is not resolved to the satisfaction of either party you can contact the General Manager (or equivalent of) of the Museum.

16 PREVIOUS ARRANGEMENTS

This Agreement replaces all previous agreements whether express or implied.

Signed on behalf of

XXX Museum

Signed: _____

Name:

Position: Director (or equivalent of)

Date: _____

Signed: _____

Name:

Position: Volunteer

Date: _____

Appendix 5: Performance Review form template

Start date – end date e.g. 1 July 2005 – 30 June 2006

XXX Museum values the contribution made by our volunteers. It is important that volunteering at the Museum is a worthwhile and pleasurable experience. Your comments on your volunteer experience at the Museum help us to maintain an effective and satisfied team of volunteers. The attached forms should be completed either prior to or during meetings arranged with your manager in July and December.

Your name			
Your job title/project			
Date of	Training Plan meeting	1st Feedback/review meeting	2nd Feedback/review meeting
	/ /	/ /	/ /
Signatures			
	Volunteer	Date	Manager
			Date

PART ONE: Your training and professional development - 2005/2006

Please look ahead at the next 12 months and indicate:

1. What corporate training opportunities would you like to be considered for?
2. What, if any, specific training would help you fulfil your role at XXX Museum?

Corporate Training and Professional Development		
After 6 months	After 12 months	
1. e.g. Treaty of Waitangi workshop	1.	Other
2.	2.	
Role specific training		
1.	2.	e.g. Relevant professional association individual membership for calendar year.

PART TWO: Your achievements – 2005/2006

Please answer the following questions. The answers will assist XXX Museum to celebrate achievements and resolve any issues.

	Comments at 6-month review		Comments at 12-month review	
	Volunteer	Manager	Volunteer	Manager
What particular aspects of your volunteer experience give you satisfaction?				
What are you particularly proud of having achieved in the last six months?				
What has been difficult to achieve in the last six months and why?				
What assistance, support and training have you received? Has this been enough?				
Do you feel valued as a Museum volunteer? What events or actions have contributed to this? How can the Museum support you better?				

Appendix 6: an example of a volunteer statement

Volunteer Statement

The Museum values volunteers, and accordingly volunteers should:

- Receive an induction appropriate to the organisation and the work they are to undertake
- Have a named member of staff to guide, support and help them in their work
- Have access to training and development where it is relevant to their role
- Be supplied with adequate equipment and safety protection
- Have a safe and healthy environment in which to work
- Be given opportunities for rest and refreshment
- Be covered by the Museum's insurance for their work

Volunteers need to be aware that they:

- Are expected to comply with the rules and policies of the Museum, including the Health & Safety policy and reporting any accidents or near accidents to the Museum
- Cannot receive payment for any work done in their capacity as volunteer by or on behalf of the Museum, but may be reimbursed out-of-pocket expenses when this is deemed appropriate by the Museum
- Are expected to fulfill any commitments they have given to the Museum, or communicate with their designated member of staff if they are unable to do so
- Are asked to complete their allocated tasks to the best of their ability
- May agree not to continue as a volunteer by mutual consent

Whilst every effort will be made to maximise use of a volunteer's time in a way most beneficial to the Museum and most enjoyable to the volunteer, the decision to allocate work amongst volunteers is a matter for the Museum's staff.

Volunteers may be involved one day a year or every day. They may be in a key role, or simply offering an extra pair of hands – all are valued equally.

Further reading

- Volunteers in Museums and Heritage Organisations.* (1991) London: HMSO.
- Managing Volunteers.* (2001) Wellington: New Zealand Federation of Voluntary Welfare Organisations.
- Goodlad, Sinclair, and McIvor, Stephanie. (1998) *Museum Volunteers – Good Practice in the Management of Volunteers.* London: Routledge.
- Keeping it Legal: E ai ki te Ture.* (2005) Wellington: New Zealand Federation of Voluntary Welfare Organisations.

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