

Do-it *Be more*

www.do-it.org

How to Do-it

How?

Part 1

Recruitment, Selection and
Induction of Volunteers

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There are two **How to Do-it - How?** guides. This guide covers planning for volunteer involvement including recruitment, selection and induction and the second guide covers management and support.



It's no secret that volunteering has become increasingly competitive and sophisticated with more community groups and organisations keen to recruit people to support their cause, so it's important that you offer people a positive experience.

Here we give you a few pointers on what you'll need to make the process as easy as possible for you and for your volunteers.

Plan for Volunteer Involvement

In planning for volunteer involvement, you may find it useful to have a look at the guides **Why?** **Who?** and **What?** as these offer insight into different areas of volunteer involvement that you may want to factor in to your thinking. This guide looks at the practicalities of planning, such as developing appropriate administrative systems and relevant procedures to engage volunteers. Consider all the potential roles that they may be involved with and then identify what needs to be in place to take volunteers from the point of initial enquiry through to completion of their role, project or task. Whether you are an informal community project or a registered charity, getting the basics right for your set up will pay dividends in the long run. Listed below are some suggested key areas for consideration:

Processes and publicity

What materials and systems will you need to promote volunteering and to provide support to volunteers? For example, how do you want people to apply to volunteer with you – eg via an email address? In which case whose? Or maybe you want them to complete a form – in which case where will they send it to?

Insurance cover

Do you need any and if so what cover will you require?

Expenses

What will you offer - how will people claim - is a petty cash float needed so that people aren't out of pocket? Whilst offering expenses may not always be possible if you have restricted budgets, not offering them may exclude some people from supporting you

Risk assessments

Do you need one? If so what is in place - does existing paperwork cover volunteer roles - how will these be communicated to volunteers?

Monitoring

Do you want/need to monitor how volunteers are involved ? If so, what data will you keep and how will it be used and shared? For example you might need to produce reports if you are receiving funding from your council or the Big Lottery Fund

Impact

You might want to measure how volunteers have enabled you to deliver your service and the impact this has had on the people/cause you are aiming to help

Policies and procedures

How do these apply to volunteers - do any adjustments need to be made to incorporate volunteers?

Communication

How will you communicate with and about volunteers?

Training and development

What will you offer? What will volunteers need to undertake the roles you want them to do?

Recognition

How will you say thank you to volunteers? Whilst we're not suggesting jewellery or holidays here, taking some time to let volunteers know how much you appreciate their work can be hugely motivating

Develop a Recruitment Strategy

Urgh, we know, jargon, but a recruitment 'strategy' simply boils down to:

- What do you need volunteers to do?
- What sort of skills and qualities do you need volunteers to have?
- How many volunteers do you need?
- Where are you going to recruit volunteers from based on the above?

At the risk of stating the obvious, you should be clear about **What? you need volunteers to do** before recruiting them for a task.

Information about this is covered in a separate guide.

How many volunteers do you need and by when?

Being realistic about what resources you need for your volunteering activity is crucial.

You may want to consider the following:

- Who is going to organise and support the volunteers – do they have the time?
- How many volunteers can one person – paid or voluntary – support?
- How much work is there likely to be for volunteers – for example how big is the project that needs completing or how many people will volunteers be required to help?
- When do you need to start recruiting? Depending on the role it can sometimes take up to 3 months to recruit a volunteer from point of enquiry to selection, especially if they need to have a DBS (criminal record) check.








Think carefully about numbers and recruitment timelines - a lot of projects have tripped themselves up by recruiting large numbers of volunteers who then don't have enough to do.

Where are you going to recruit volunteers from?

Volunteers attract volunteers - as long as they're happy! With this in mind the single most effective recruitment tool is word of mouth, so encouraging your existing volunteers to recruit their friends, families or co-workers is a good place to start.



Other options for recruiting volunteers are numerous, the channels you decide to use will depend on who you're looking for and what you want people to do.

Popular recruitment methods include:

- Your website if you have one
- Word of mouth - you can do this proactively by asking volunteers to 'recommend to a friend'
- Recruitment websites such as
 -  [Do-it \(do-it.org\)](https://www.do-it.org)
 -  [Third Sector Volunteers \(volunteering.thirdsector.co.uk\)](https://volunteering.thirdsector.co.uk)
 -  [Gumtree \(gumtree.com\)](https://www.gumtree.com)
 -  [Looking Local \(lookinglocal.gov.uk\)](https://www.lookinglocal.gov.uk)
- Social media such as
 -  [Twitter \(twitter.com\)](https://twitter.com)
 -  [Facebook \(facebook.com\)](https://www.facebook.com)
 -  [LinkedIn \(linkedin.com\)](https://www.linkedin.com)
- Outreach sessions to universities, schools, youth, faith or special interest groups
- Posters in local community centres, dentists, GPs
- Leafleting local shopping centres, events
- Local paper

Develop your publicity for recruitment

Think carefully about how you want to promote your volunteering opportunity. The most cost effective way is to stick to digital – such as social media or your website – but you may also want to include printed materials too.

Do you have a budget for materials? If not, can you persuade a local printer to donate you some? Do you have someone who's good at design? It's a great opportunity for a budding designer to develop their portfolio through volunteering their time – try your local uni, school or art class or  pimpmycause.com or  mediatrust.org

What is your messaging?

How do you want your project to look to the outside world? How will this fit with your group or organisational messaging?

If you could encapsulate your message about volunteering using an image what would that image be? When attracting new volunteers to your group or organisation, what would your flyers or facebook page look like? Think about the volunteering branding you already have in place, is it attractive to potential volunteers? Larger organisations in the charitable sector have for some time been promoting their brands and logos in the same way as the corporate sector - and it works - so don't be afraid to spend some time investing in a logo or image that will be just as effective as your written material.

Language and imagery count!

It's worth keeping people's motivations when designing your adverts and promotional materials, in mind. The following post contains some useful pointers on developing volunteer adverts:

 [Advertising your volunteering roles \(IVO\)](#)

These links provide some useful insight into using social media:

 [Getting started with Twitter \(IVO\)](#)

 [A quick guide to Twitter-quette \(IVO\)](#)

 [How to get started with social media](#)



Decide on your selection process

You need to use a system that works for you – for small informal projects, a simple phone call or chat over coffee might be all you need to choose the right person. For more formal projects, for example where the volunteer might be working for a charity or with a vulnerable person, you might want to be a bit more structured and be able to account for whom you engage. Things to consider include:

Application

form, email, CV? Whatever you choose it's always useful to keep a note of who they are, where you can reach them and any experience they have that might be relevant

References

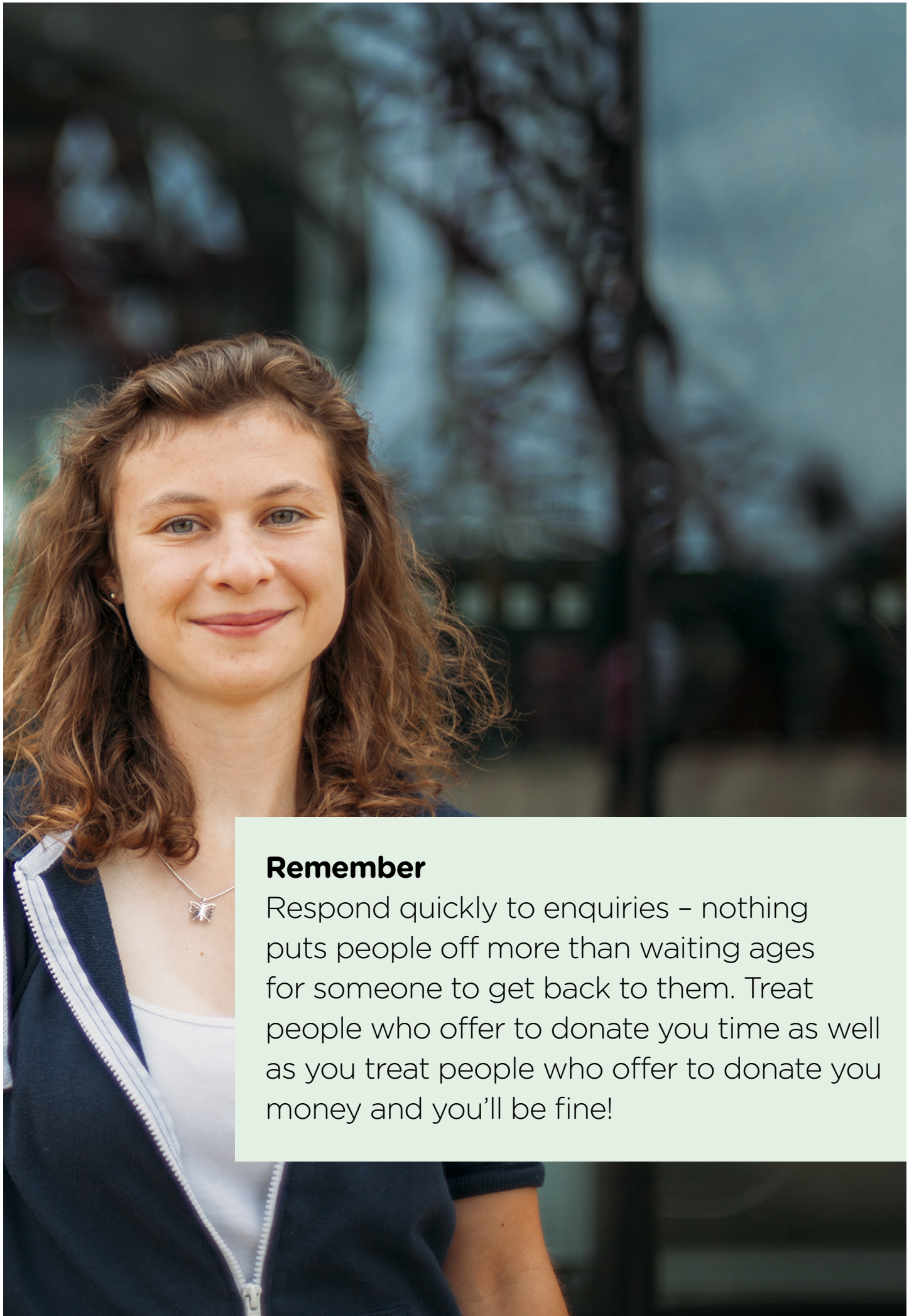
it's always helpful to find out how someone has worked with others and the more formal the role the more useful this will be

Interview

DBS (criminal record) check - role dependent, for example if volunteers will have regular unsupervised access to vulnerable adults or to children

Training

either e-learning or group sessions. Some projects use training as part of the selection process



Remember

Respond quickly to enquiries – nothing puts people off more than waiting ages for someone to get back to them. Treat people who offer to donate you time as well as you treat people who offer to donate you money and you'll be fine!


Disclosure and Barring Services - be sure of who you need to check and why

It is important that the approach to checking and the decisions made on which roles to check are part of a comprehensive approach to safeguarding and risk management.

Many projects and organisations have opted for a blanket approach to checking volunteers which can be at odds with the Rehabilitation of Offenders Act 1974 and the guidance from the relevant disclosure organisations. DBS checks can be costly in terms of administrative time and illegal if carried out for roles that aren't eligible.

The requirements for which roles need a disclosure check and the process for carrying out checks have been through a number of changes in recent years. The roles that need checking are those defined as '**regulated activity**' or '**regulated work**'. Whether to check and who to check will depend on the role volunteers carry out and the supervision they receive. It is strongly recommended that support on who to check is obtained directly from the relevant body.

In England, Wales and Northern Ireland checks are carried out by the Disclosure and Barring Service

 [Government Disclosure & Barring Service](https://gov.uk/government/organisations/disclosure-and-barring-service)
(gov.uk/government/organisations/disclosure-and-barring-service)

Further information on checks in England, Wales and Northern Ireland can be downloaded from NCVO and Wales Council for Voluntary Action website:

 [NCVO Disclosure & Barring services \(volunteering.org.uk\)](https://volunteering.org.uk)

 [Wales Council for Volunteering](#)

Scottish checks are undertaken by Disclosure Scotland

 www.disclosurescotland.co.uk

Advice and disclosure services are also offered by Volunteer Scotland

 www.volunteerscotland.net/disclosure-services

Offer a comprehensive induction

Effective induction is an important feature in ensuring volunteers feel welcome, valued and gain an understanding of their role and what you're trying to achieve.

Group induction is recommended where large numbers of volunteers are being recruited. This could be conducted either via a conference call if volunteers are geographically dispersed or an interactive session where people come together. Group sessions can help to create an inclusive atmosphere as volunteers can meet or talk to each other and learn about what you expect from them as well as what they can expect from you.

An induction session whether 1:1 or group will depend on the role but consider including:

- ✓ An introduction to your history, cause and services
- ✓ An overview of what you're trying to achieve - this may be formalised into your vision, mission and values
- ✓ Expenses - how to claim and what
- ✓ Supervision and support
- ✓ Training and development

- ✓ Insurance cover
- ✓ Role specific information
- ✓ Introduction to the building/site - as appropriate
- ✓ Introduction to relevant staff and volunteers
- ✓ Overview of relevant policies and procedures which may include:
 - Health and Safety
 - Confidentiality
 - Complaints and Comments
 - Risk Management
 - Child/Adult Protection

Depending on the size/status of your project or organisation, you might want to develop the following:

- ✓ Application forms
- ✓ Standardised reference letter/request for referees
- ✓ Induction checklist
- ✓ Induction training - for a group session
- ✓ Volunteer Agreement
- ✓ Policies and procedures that make specific reference to volunteer involvement - avoid generic 'employee' references
- ✓ Volunteer handbook
- ✓ Expenses forms
- ✓ Risk assessments for volunteer roles

Whilst these are not always necessary to run a small community project, they can be a really useful for larger more formally structured organisations

Useful!

Social media and networking

Twitter, Facebook and LinkedIn - all have different groups, organisations and individuals who have a volunteering specialism and will keep you up to date with current thinking, trends and issues.



twitter.com



facebook.com



linkedin.com

IVO

A social network for those working with volunteers and social action projects; IVO is free to use and enables members to connect with others, share resources and ask questions to get help from the community.



[IVO \(ivo.org\)](https://ivo.org)

UKVPMs

A forum that has been around for over 10 years. Members are made up of volunteer managers in national and local charities who exchange views and ideas about anything to do with involving and supporting volunteers.



[UKVPM \(groups.yahoo.com/neo/groups/UKVPMs/info\)](https://groups.yahoo.com/neo/groups/UKVPMs/info)

Association for Volunteer Managers

'A voice, a resource and a network in volunteer management'



[Association for Volunteer Managers \(volunteermanagers.org.uk\)](https://volunteermanagers.org.uk)

National Network for Volunteer Involving Agencies (NNVIA)

The network has over 70 member organisations. NNVIA organises meetings to bring people together to discuss policy and issues relating to volunteering. Further information is available via CSV who established the network in 2004




[CSV Network for Volunteer Agencies \(csv.org.uk\)](https://csv.org.uk)

Agencies and online resources

The UK Volunteering Forum is made up of four different organisations who all offer further information and advice about volunteering:

NCVO

 [NCVO \(ncvo.org.uk\)](https://ncvo.org.uk)

Volunteer Scotland

 [Volunteer Scotland \(volunteerscotland.net\)](https://volunteerscotland.net)

Volunteer Now (Northern Ireland and the Republic of Ireland)

 [Volunteer Now \(volunteernow.co.uk\)](https://volunteernow.co.uk)

Wales Council for Voluntary Action

 [Wales Council for Voluntary Action \(wcva.org.uk\)](https://wcva.org.uk)


Volunteer Centres

Offer advice, information and support for those wanting to establish or develop volunteering as well as assisting with recruitment.

NCVO offers a link for finding your local volunteer centre:

 [NCVO \(volunteering.org.uk/where-do-i-start\)](https://volunteering.org.uk/where-do-i-start)

Know How Non Profit

 [Know How Non Profit \(knowhownonprofit.org\)](https://knowhownonprofit.org) - offers a range of online guides and information on involving volunteers

Literature and documents

From the Top Down: The Executive Role in Successful Volunteer Involvement, Energize Inc. *Ellis, S. (2010)*

On the Safe Side

Explores health, safety and risk management in volunteering, *Gaskin, K.,*

 [Institute for Volunteering Research \(ivr.org.uk\)](http://ivr.org.uk)

The Complete Volunteer Management Handbook

Directory of Social Change, London, *McCurley, S., Lynch, R. and R. Jackson (2012)*

Volunteers and the Law

Oversight of key issues relating to volunteers and legal issues, *Restall, M.* Free to download at:

 [Volunteering England \(volunteering.org.uk\)](http://volunteering.org.uk)

Please enter search term: “*Volunteers and the Law*”

Volunteering and Society in the 21st Century

Palgrave Macmillan, London, *Rochester, C., Ellis Paine, A. and S. Howlett (2010)*

Do-it Yourself

Want to set up your own community project? Now is a great time to have a go and there are lots of resources available to get you started.

UnLtd

UnLtd the foundation for social entrepreneurs, a one stop shop of advice and support, including grants, to help people get their community projects off the ground.

 [UnLtd \(unltd.org.uk\)](http://unltd.org.uk)

Kickstarter

The biggest crowd funding platform out there

 [Kickstarter \(kickstarter.com\)](http://kickstarter.com)


O2 Think Big

O2 give out grants to young people set up community projects

 [O2 Think Big \(o2thinkbig.co.uk\)](http://o2thinkbig.co.uk)

Social Startup Funders - Twitter list

A Twitter list of social start up support and funders, compiled by the folks at Year Here

 [Social Startup Funders
\(twitter.com/yearhere/lists/social-startup-funders\)](https://twitter.com/yearhere/lists/social-startup-funders)

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