Volunteer Managers' Toolkit

Everything you need to know to manage your team of volunteers

Because every day matters

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Registered charity no. 297798

Hospiscare

Caring in the heart of Devon

Volunteer Managers' Toolkit

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Introduction

Volunteering is a vital part of Hospiscare and every volunteer is a valued member of the team. Management of volunteers within the team is important for integration and effectiveness of volunteering roles. This document is designed as a reference guide for managers or key contacts of volunteers.

This document does not replace the personal advice offered by the Volunteering Team, but should help to answer some common questions.

This document is a 'living document' and will be updated from time to time as appropriate. Please avoid printing if possible to ensure you have the most up to date information.

All policies and templates linked within this document are accessible to all Hospiscare staff.

If you feel that there is anything missing from this document, or if you have any questions about the content, please do not hesitate to get in touch.

Recruitment

The Volunteering Team will support you throughout the volunteer recruitment process, from role inception to placement of the volunteer. If you would like to recruit volunteers to an existing role, or feel that your team could benefit from a new volunteering role please get in touch. There is

more specific detail in the Volunteer Recruitment and Management policy (available on the intranet) but brief details can be found below. In short, the process involves:

- Role description
- Advertisement
- Applications
- Interviews
- References
- On-boarding, including Volunteering Agreement
- Placement within the team

Every step of this is supported by the Volunteering Team.

Role descriptions

The volunteering role description is a key document for recruitment and, subsequently, management and supervision of volunteers. This acts as a guide for the prospective volunteer, your team, and the Volunteering Team to what is expected both of the volunteer and of Hospiscare.

Existing roles

If you would like to recruit more volunteers to existing roles within your team please get in touch with the Volunteering Coordinator. We will update the role description with any new details or information and then put together a recruitment campaign. The Volunteering Team will handle all applications and will arrange informal interviews between candidates and recruiting managers. Once volunteers have been brought on board we will support you with induction and training.

New roles

If you would like to introduce a new role to your team please get in touch with the Volunteering Manager. We will establish the needs of the role and work together to develop a role description. The Volunteering Team will arrange risk assessments if needed and will put together a recruitment campaign. The Volunteering Team will handle all applications and will arrange informal interviews between candidates and recruiting managers. Once volunteers have been brought on board we will support you with induction and training.

Induction

A comprehensive induction is essential for new volunteers to give them the best start in their volunteering role. It is the responsibility of your team to ensure that a good induction takes place.

This consists of two parts: general induction and role induction. These can both be carried out by the line manager or appropriate team member. Some elements may be covered during the recruitment process. In some cases it will be appropriate to carry out inductions in groups while in other cases inductions will be individual. In brief, the following should be covered:

General induction

- Brief history of Hospiscare
- How we care for our patients and families
- How we are funded
- Our values
- Volunteering Essentials information (see Training)
- Health and Safety induction (see Health and Safety)

This video provides a useful overview of Hospiscare's services.

Role induction

- Role guidance
- Who's who (including line manager/key contact and buddy)
- Explanation of supervision and review (see Support and Supervision)
- Role-specific training information and requirements

Re-induction

If a volunteer has taken time away from volunteering for any reason (this might be due to ill health, personal circumstances or changes to role) it is important that a 'return to work' conversation take place as well as a Health & Safety re-induction. The return to work form can be found here.

Please see Health and Safety induction below for further information.

Training

Volunteering Essentials

All Hospiscare volunteers are required to complete our core Volunteering Essentials programme. The programme brings us into line recommendations from the NHS Core Skills Training Framework, satisfies legal requirements and is fully compliant with guidance from the Care Quality Commission (CQC). The programme consists of four modules:

- Safeguarding
- Volunteering Safely
- Data Protection and Cyber Security
- Hospiscare Values (Equality, Diversity and Inclusion)

The Volunteering Coordinator is responsible for booking and administrating Volunteering Essentials, but it is a good idea to make sure you know why our volunteers are required to complete the training. The support of managers is essential in encouraging volunteers to complete this mandatory training.

Each module has an expiry timescale and will need to be repeated at intervals. The Volunteering Team is responsible for managing this.

Role-specific training

You can specify appropriate training for the volunteering roles in your team. Volunteers can access Training Tracker for online modules, and can book onto appropriate modules from the L&D programme. You should specify the training you would like your volunteers to do and the Volunteering Team will arrange this.

Support and Supervision

Volunteers across Hospiscare need support and supervision to ensure they have a rewarding volunteering experience, and that the volunteering relationship is mutually beneficial. Different roles require different levels of supervision and support, often depending on the nature of the volunteering work. For example, volunteers that support patients and their families may need emotional support.

Line managers are responsible for overall supervision and support of volunteers. Specific practice may vary from team to team but in general the baseline is:

- A named line manager or key contact
- An experienced 'buddy' to help settle in (this may be a volunteer, a staff member, or even sometimes the manager or key contact themselves)
- Regular contact/group supervision within the team
- Opportunities for one to one discussions
- Informal review after three or six months of volunteering depending on role
- Volunteering review after three years of volunteering

Line manager/key contact

The line manager or key contact is ultimately responsible for managing the activities, development and conduct of the volunteer. Operational responsibilities such as rotas and day to day administration may be delegated to other staff members.

Buddy

The buddy can be an experienced volunteer or a member of staff. This person is the first port of call for minor queries from a new volunteer and should support the line manager in helping the volunteer to settle in.

Team meetings/group supervision

Volunteers should attend a minimum of four team meetings or group supervisions per year. This will vary from team to team and there are specific requirements within clinical teams, but it is important to ensure the volunteer is part of the group and well integrated.

Line managers can decide on the format of team meetings/group supervisions within the parameters of area of work. There are specific requirements for volunteers working within clinical teams as set out in the clinical supervision policy (available on the intranet).

One to one discussions

Volunteers should have the opportunity to meet with their line managers for one to one discussions. This can be at the request of the line manager or the volunteer. You may wish to talk about:

- How they feel about their role
- What is going well
- What could be better
- What support or training they might need

An optional template for one to one discussions can be found here (PDF for printing) and here (Word for digital completion).

Informal review

After three or six months (depending on role/line manager) an informal review should be held to make sure that the volunteering relationship is working as it should. This is an opportunity to return to the role description and check that both the volunteer and the line manager are doing what is asked of them. This review can be as simple as a quick chat or more structured as required. If you take notes please send these to volunteering@hospiscare.co.uk to be uploaded to the volunteer's Vantage record. Either way, please let the Volunteering Team know when the review has taken place so that the volunteer's record can be updated.

An optional template for the informal review can be found here (PDF for printing) and here (Word for digital completion).

Volunteering review

The volunteering review should be held after three years in a volunteering role. It is another opportunity to make sure that the volunteering relationship is still mutually rewarding and to make sure that both volunteer and line manager are doing what is asked of them. The following items could be discussed:

- Training: does any training need to be refreshed? Is everything up to date?
- New opportunities: does the volunteer want a new challenge or to try a new role?
- Feedback: does the volunteer want to share anything?

Please let the Volunteering Team know when the review has taken place so that the volunteer's record can be updated.

A template for the volunteering review can be found here (PDF for printing) and here (Word for digital completion).

Communication

Volunteers receive corporate communications from Hospiscare but team communication is also important. This will vary from team to team but it is a good idea to keep volunteers up to date with news within the team, to celebrate achievements and to share wellbeing information.

The volunteering team will provide contact details (where they have been given by the volunteer). Contact lists should be stored securely and kept up to date (for example if a volunteer

leaves). Please remember that email addresses **must** be put in the 'bcc' field for data protection. Accidental sharing of volunteer email addresses with other volunteers by using the 'to' field will constitute a data breach.

Please note that we rely on legitimate use for these communications so we must avoid marketing and fundraising.

An email template with suggested headings can be found here. Please feel free to add, remove or change headings; they are merely a suggestion.

Problems

Occasional problems or challenges are to be expected and it is important that they are dealt with appropriately and with Hospiscare values in mind.

Volunteer conduct

Full details on the procedure for dealing with problems with volunteer capability, behaviour or conduct can be found in the Managing Challenging Volunteer Situations policy on the intranet. See appendix 1 for the procedure to follow.

Volunteer ill health (including mental health)

Full details on the procedure for managing a situation relating to volunteer ill health can be found in the Managing Challenging Volunteer Situations policy on the intranet. See appendix 2 for the procedure to follow. Mental Health First Aiders can also offer support with mental health concerns.

Volunteer concerns

Full details on the procedure for managing a grievance raised by a volunteer can be found in the Addressing Volunteering Concerns policy on the intranet.

Support

Support and advice is available for every stage of the procedures above from the Volunteering Manager. If you are unsure of what to do in a situation do not hesitate to get in touch.

Health and Safety

Health and Safety induction

Each new volunteer should have a Health and Safety induction to the building/area that they are volunteering in. This should be completed by an appropriately trained team member. The Estates Team can provide guidance on this. The Health and Safety Induction form will be provided by the Volunteering Team or can be found here. When completed this form should be sent to the Volunteering Team for upload to the volunteer's record.

An induction should also be carried out after a significant period of time away from volunteering. Please see Re-induction above for further information.

Our responsibilities

Volunteers are part of the team at Hospiscare. We have a duty of care towards our volunteers to reduce the likelihood and potential seriousness of injury to volunteers. Much of this involves information, training and appropriate clothing or equipment, but close supervision of volunteers is also an essential part.

The Health and Safety at Work Act 1974 states that we must look after the health and safety of anyone who could be affected by our work, including volunteers.

Reporting incidents

Incidents or near misses involving volunteers must be reported. Volunteers do not have access to the Vantage incident reporting system so all incidents or near misses should be reported by line managers (or another appropriate staff member).

Risk assessments

The Management of Health and Safety at Work Regulations 1999 say that we must carry out risk assessments that look at potential risks to anyone affected by our activities, including volunteers. Some volunteering roles require specific risk assessments while others fall within the scope of more general risk assessments. If a volunteer is under 18 or has disclosed a disability or health condition that could affect their volunteering they must have an individual risk assessment. The Estates Team can support you with this.

Useful information

Expenses

Volunteer expenses should be approved by the Volunteering Manager. The expenses form can be found here and the bank details form can be found here. Please note that the bank details form only needs to be completed once. Please send completed expenses forms to the Volunteering Manager for approval.

DBS

Certain patient-facing roles require a DBS disclosure. These are managed by the Volunteering Team. The level of the DBS certificate is determined by the activity being carried out. Any queries regarding DBS disclosures should be directed to the Volunteering Team.

Driver checks

Anyone who drives on behalf of Hospiscare is required to comply with our driving policy. This includes but is not limited to:

- Consent to and provision of information for driving licence checks
- Informing insurers of volunteer driving
- Provision of MOT certificates to the Volunteering Team

Full details can be found in the policy here.

The Volunteering Team is responsible for licence checks using an external provider. Please note that this is **not** limited to volunteers that drive patients.

The Volunteering Team

The Volunteering Team is here to support you with managing volunteers. The team consists of the Volunteering Manager and the Volunteering Coordinator. If you have a general enquiry or request and are not sure who to address it to, please send an email to [redacted] where it will be allocated as appropriate. This inbox is checked regularly and urgent requests or queries are given priority.

Volunteering Manager– [redacted]

Email: [redacted]