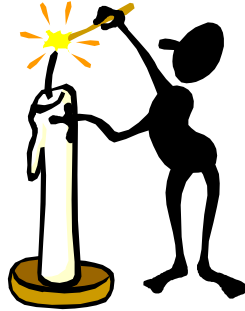


# Barnardo's CANDL Project



# **VOLUNTEER PACK for CHURCHES**

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# PREFACE

The intention of this pack is to help churches and organisations become more effective in their provision of volunteer-based programmes and schemes, and their recruitment, support and management of volunteers.

This volunteer pack is not meant to be a comprehensive document on volunteering policy and procedure. It does identify techniques, which can be used as guidelines for implementing volunteer/helper strategies, and may be used as a point of reference and ideas.

The original pack was developed by Christopher Joseph during his time with CANDL as Volunteer Co-ordinator in 1994. His work has been added to and updated by Desrinnah Brown and Sonia Chambers in 1999.

CANDL (Church and Neighbourhood Development in London) is a Barnardo's project which has been working alongside churches developing community initiatives in east and south London since 1988.

The Project offers advice, information, consultancy and training to enable the development of good practice in a wide range of community work situations.

For more information about CANDL and its work please contact us on 020 7729 9701 or at Unit 2, Peterley Business Centre, 472 Hackney Road, London E2 9EG.

***CANDL Project***  
*Simon Vincent*  
Project Leader



# INTRODUCTION

## Volunteers and Churches

Most churches depend on volunteers and helpers in a wide variety of ways for instance;

- church administration
- financial management
- ministerial duties
- domestic and maintenance duties.

Successful **Volunteer programmes** have been adopted by churches in response to the growing social concerns of the community. In areas of education, health, poverty, homelessness, elderly welfare, children's pre-school activities, and a growing use and abuse of drugs and alcohol amongst young people, the services of **church volunteer workers** are increasingly being sought.

For some time now, the Church has been supplementing the youth services, pre-school play-groups and older people's welfare schemes. In fact, in many circumstances the Church has pioneered initiatives in community development, and has influenced other groups who have greater resources to move into the field as in education, for instance.

The church plays a large part within the community, working to serve it in every day life situations. Increasingly, due to funding changes in the social, education, and health services, people are turning to the church, not just for spiritual guidance but for practical support and guidance in family, domestic and social issues.

Churches are working together with community centres, local projects, voluntary and statutory bodies in the provision of advice, counselling, training, awareness programmes, and referrals of specialists cases. Thus, in a unique way, using the spiritual resource of the Christian faith, coupled with the social resources of the community, churches are breaking down barriers, and taking ministry/community work into a new dimension.



# 1. Recruitment

## a. Identifying Volunteers' Roles

The church's vision for its ministry in the community should be stated in its aim and objectives. These might include for instance;

- The needs of the community that the church is targeting.
- Finding adequate resources within the church itself to target those needs, i.e. workers with necessary skills who are able to help, volunteer, their services.
- Recruiting the help of paid and voluntary workers from other churches and local community projects and organisations.

The church then needs to identify the need in the community that it wishes to respond to, eg: Youth Work, Under – Fives Provision, Community Centre, Befriending Scheme, School and Tuition Groups, Elderly Welfare Projects etc.

Strategies need to be drawn up as to how these projects can be initiated and what is required, i.e. Staff, funding, skills and training, relevant resources, e.g. building, vehicles, equipment.

The success of your **volunteer programme** depends on the amount of effort you put into making and realising that volunteers can be one of the church's greatest assets. Before recruiting volunteers there are several points that need to be considered.

- What tasks will the volunteer perform?
- Is a volunteer the appropriate person to undertake this task considering the level of skill and knowledge needed?
- What are the potential risks?
- How many volunteers/helpers are needed?
- What training and skills will they need?
- How to recruit a suitable person?
- Who will be responsible for volunteer management?
- What will be the time commitment required?

Once you have considered the questions above you will need to write a role description.

## b. Role Profile/Description

Having identified the role, the process would be made easier if a **role description** or **role profile** is drawn up to clarify that role. This would give you a clearer picture as to the type of person you are looking for. The formal **role profile** not only highlights the duties of the role, but acts as an agreement between the volunteer and the church or organisation.

It is one of the key tools in the evaluation process and its added benefit is in its screening potential, where volunteers can determine their own suitability.

Role descriptions

- can be short, i.e. one side of A4
- Should be typed preferably
- Written in language which doesn't put anyone off (e.g. use "he/she"), or offend

One possible example is given below:

### **Example of a Role Description**

1. Role Title (e.g. Driver, Befriender, Crèche Assistant)
2. Name of Church or Organisation
3. Address
4. Responsible to (e.g. Church leader, Church board)
- 5 Working Hours:-

Total number of hours required and a note of how they might be worked, e.g. 9 hours per week, Monday, Tuesday, or Friday 9.00am – 12 noon, or "as and when required".

- 6 Date of Appointment:

Date you hope the volunteer to begin. (e.g. asap!)

- 7 Role Summary:

Brief summary of the role's main purpose.

- 8 Duties – Responsibilities:

Main duties of role listed in order of priority. Breakdown of role activities and list of responsibilities of the worker.

There are many different roles, volunteers can work in to help your church or organisation. Some examples are as follows:-

Counsellor, Teacher, Board member or committee member, Escort, Driver, Fund-raiser, Host or hostess, Musician or vocalist, Befriender, Development worker, Administrator, Receptionists, Handyperson, Project worker, Minister, Crèche/nursery worker, Cook, Treasurer, Finance worker, Speaker, Trainer, Helpline operator, Usher, Stewards, Sound engineer, Photographer, Film/video camera-person, Cleaner.



and more...

## Example of an Application/Registration Form

The form should try to get as much relevant information from the prospective volunteer as possible, without being over-long or off-putting to people who are not, after- all, applying for a full-time job!

### Volunteer/Helper Registration Form

Name ..... Title Mr/Mrs/Miss/Ms  
(Delete as appropriate)

Address .....

.....

Date of Birth .....

Telephone Number Home..... Work.....

Occupation .....

#### **WHEN ARE YOU AVAILABLE TO HELP? (Please tick)**

Sun am pm Mon am pm Tues am pm Wed am pm  
Thurs am pm Fri am pm Sat am pm Holidays \_\_\_

Do you have a full Driving Licence? Yes \_\_\_ No \_\_\_

Do you own a car? Yes \_\_\_ No \_\_\_

Do you have any special requirements? .....

Hobbies and Interests .....

Experience (Work, Life Family) .....

.....

Referees (Please give the names and addresses of two referees).

.....

.....

.....

## **c. Methods of Recruiting**

Publicity is essential in recruiting volunteers. It is important that the message you are trying to convey is clear and precise enough, so that it reaches the appropriate people you are wishing to recruit, and not attract a cross section of people who may not be suitable for the post.

### ***Church Congregation/Members***

Recruiting volunteers from your church members is a good source.

Being a member of your church, the volunteer may or should have an idea of the requirements, and be in tune with your mission, but two things should be considered:

- a) Will the volunteer have the necessary skills for the post?
- b) Do you have adequate training resources in your church or organisation to train volunteers if necessary?

### ***Local Agencies and Community Groups***

Some groups such as community centres, youth clubs, local tenants associations, school and colleges, will work with churches to better the community and Volunteers experienced in a particular field in the community can bring relevant skills and training to your church.

### ***Media***

Advertising in the press is a way of reaching volunteers but can be quite costly. However, press releases and articles on community pages in local newspapers are used as space-fillers and are usually free. Local radio can be an effective channel.

Ensure that your article says what you want it to say, that it is not misrepresented and changed by the reporter to make good reading.

Some publications offer free advertising to charities and also churches.

You could contact the editorial section of relevant papers and magazines to find out the best ones for your church. Church magazines are useful if you wish to recruit a volunteer from the Christian community.



## **d. Interviewing and Selection**

The aim of the interview, which should be organised, but very **informal**, should be to inform the potential volunteer of the aims and objectives of your church with regards to the work you are hoping to do.

It can also establish whether or not the volunteer has the skill or potential, after training if necessary, to be useful to your church scheme.

Equally, it can provide information about expectations, training and support, and will help reach an understanding with potential volunteers of the demands and benefits of being a volunteer, assessing without prejudice the person's capacity.

### ***Informal Interviewing***

The interview may be preceded with a guided tour of the church or work area, and a chance to meet the staff or your church if the volunteer is not a church member. This may be followed by a chat over some refreshments.

Having a conversation with a purpose, allowing the volunteer to talk in depth about themselves and their experience, encourages volunteers to share their views and perspectives on issues relevant to the scheme.

Interviews should be relaxed, informative for the potential volunteer, and provide space to get to know each other and for you to decide if the volunteer can be of real service to you.

Allow the volunteer to ask you questions so the volunteer is clear about the role, and whether it is suitable for them.

Ask about the volunteer's other commitments and interests.

### ***Selection***

The choosing of the appropriate volunteer will depend on your judgement of their ability to do the job. You will also require satisfactory references. In some cases, other checks are in order, particularly if the volunteer will be working with children unsupervised. It is always best to protect yourself, and your users/clients.

### ***Screening***

Rehabilitation of Offenders Act 1974

This allows ex-offenders to consider offences as "spent" after periods of time that vary according to the nature of the offence and its circumstances. Following an offence-free period of rehabilitation, Ex-offenders are permitted to state that they have no criminal record – except in certain circumstances.

For volunteers who will be working with vulnerable groups – for example people with a mental disability, the frail elderly – the application form may contain a request for details of any relevant criminal record.

For people working with these groups, the Rehabilitation of Offenders Act does not usually apply; hence they may be asked to declare “spent” offences. The Home Office advises that this condition may be applied to volunteers in all circumstances where it would also be applied to paid staff.

The disclosure by a potential volunteer of a criminal record does not automatically exclude them from participation in volunteering. Voluntary work offers ex-offenders an invaluable opportunity to regain their self-respect and re-establish social contact. When faced with this kind of situation, the interviewer should use the utmost tact in trying to get all the facts. You need to weigh up benefit to volunteer and risk to people with whom he/she would be volunteering, and to record your decision.

**Convictions**

Groups who are in contact with ‘vulnerable’ groups need to observe a duty of care; that is they must take all reasonable steps to protect any such people with whom they have contact. In the Rehabilitation of Offenders Act 1974, ‘vulnerable’ groups are defined as:

- Persons under 18 but over 65
- Disabled persons or persons suffering from serious illness
- Persons addicted to alcohol or drugs
- Persons attending corrective institutions

Where groups have contact with vulnerable people their ‘Employees’ are exempt from the Rehabilitation of Offenders Act 1974, and can be asked to declare any previous criminal convictions. This information can then be used as a basis for deciding whether or not they are suitable for the work. ‘Employees’ in this context, means either paid workers or volunteers.

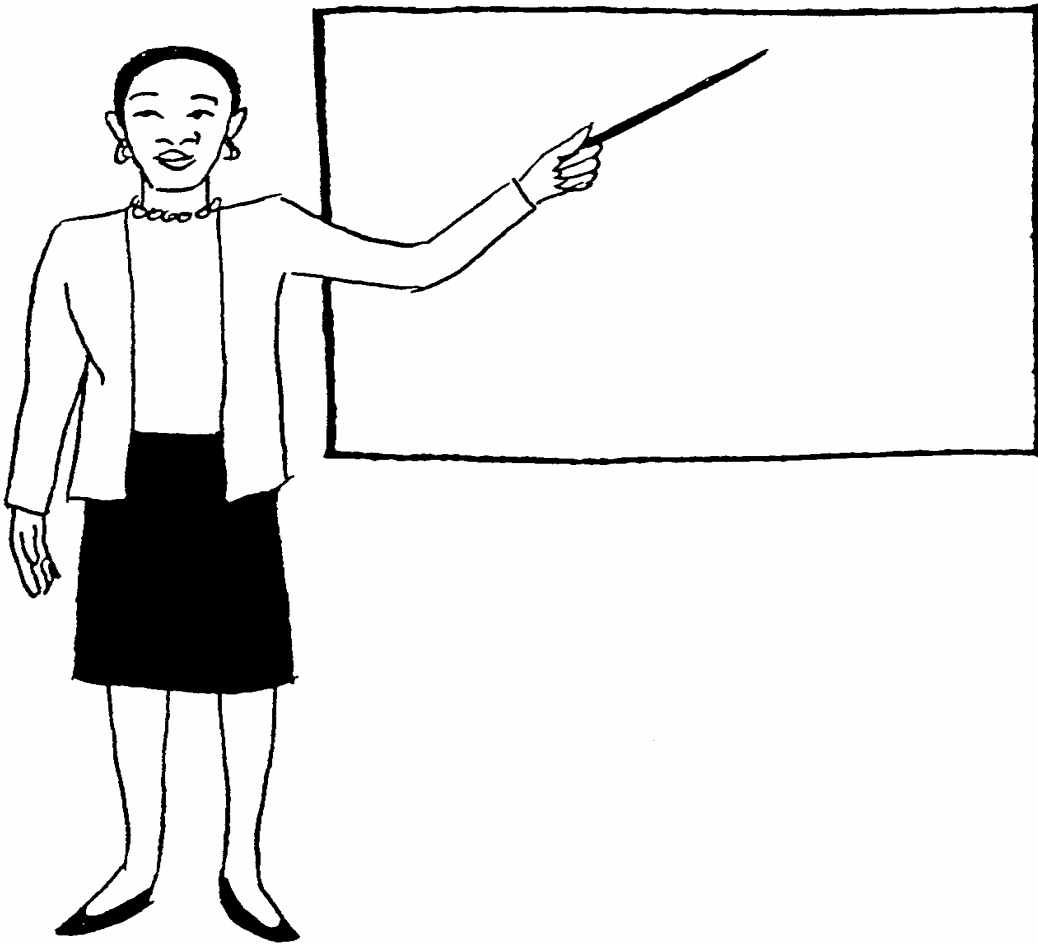
**Have you at any time been cautioned or convicted of any offence by any court?**

**Yes / No .....**

If yes, please give details.

.....  
.....  
.....  
.....  
.....

# SUPPORT AND TRAINING



## 2. SUPPORT AND TRAINING

### a. Policies

#### *Equal Opportunities*

Basically equal opportunities means equal chances from everyone. Everybody should have the right to be given an equal chance no matter who they are.

There are limitations in how the law regards equal opportunities in employment, though there is the Race Relations Act 1976, Sex Discrimination Act 1975 and the Disability Discrimination Act 1995. Therefore many organisations particularly in the voluntary sector have adopted an equal opportunities policy or a statement of intent, with guidelines to ensure that staff and volunteers do not suffer from discrimination.

The purpose of an equal opportunities policy is to ensure that:-

- All prospective staff and volunteers are treated fairly throughout the recruitment procedure, irrespective of their race, gender, sexual orientation or if they have a disability.
- All staff and volunteers are treated with same respect.
- The service provided does not discriminate against any group or individual directly or indirectly.

Some organisations have a system for monitoring their equal opportunities policy which records, race, disability, gender and sexual orientation. People should be told the purpose of the monitoring and that participation is voluntary.

You can obtain further information about equal opportunities from:

The Equal Opportunities Commission  
Overseas House  
Quay Street  
MANCHESTER  
M3 3HN

TEL: 0161 833 9244

#### *Disability*

Recent changes to the 1995 Disability Act are set out below if your organisation does not have an equal opportunities policy; it is worth taking steps to ensure that your prospective volunteers, client's users and members are not discriminated against in any way.

On 9 June 1998 it was announced that from October 1999, service providers will have to take reasonable steps to:

- Change practices, policies or procedures which make it impossible or unreasonably difficult for disabled people to use a service (Section 21 (1) of the Act):
- Overcome physical features, which make it impossible or unreasonably difficult for disabled people to use a service, providing the service by a reasonable alternative method (Section 21 (2) (d)):
- Provide auxiliary aids or services which would make it easier for, or enable disabled people to use a service (Section 21 (4)).

From 2004 the church as a service provider will have to take reasonable steps to remove, alter, or provide reasonable means of avoiding physical features that make it impossible or unreasonably difficult for disabled people to use its services (Section 21 (2) (a) –(c)).

Under these subsections it is likely that the reasonable steps that have to be taken involve altering the physical fabric of the building. It is therefore important to use the time available until 2004 to identify what physical features will have to be dealt with in this way, how to deal with them, and what stage before 2004, or the way in which a reasonable alternative method of making the service in question available to disabled people shall be provided. Planning for these events should be done as soon as possible so that suitable alterations or removals may be carried out in conjunction with maintenance work.

Whilst the Church will want to make better provision for disabled people perhaps before the legal requirements to do so, caution will need to be exercised because regulations and Code of Practice are to be introduced in the period up to 2004, which will define the extent of the legal duties under the Act. By that time the build-up of cases will also give greater clarity to the interpretation of 'reasonableness'.

### ***Health and Safety***

Volunteers should work to the health and safety policy of the church or organisation at all times for the safety and well-being of themselves and others. It is the responsibility of the church that the church premises are free of any feature which is dangerous or hazardous to health and safety.

### ***Insurance***

Check that your church or organisation insurance cover will cover volunteers. Volunteers should also be informed that they would not be expected ever to put themselves, their health or well-being at risk in the course of their activities. As a "fresh pair of eyes" coming in they might also be able to point out to you hazards or risks to health and safety you have not noticed. Remember, prevention is very much better, and cheaper, than a cure!

## Why Is Insurance Needed?

Volunteers give their services free: therefore, the least an organisation can do is to protect them against any loss or suffering that they may encounter.

The interests of your clients also need protecting.

The organisation itself needs to protect its own position by ensuring that it can meet claims against it.

**NB** A large award of damages could bankrupt an organisation overnight. Many organisations have insurance policies that cover their paid staff, which can be extended to voluntary workers.

It is the organisation's responsibility to insure its volunteers.

## What are the Risks?

To Volunteers	To Users	To the Organisation
<p>Damage to the person, Caused by user, user's pet, or another person while on the organisation's business.</p> <p>Damage to property accidental or malicious.</p> <p>Theft of property.</p> <p>Damage to car.</p>	<p>From the incompetence, negligence or worse of a volunteer, the user might suffer:</p> <p>Damage to person</p> <p>Damage to property</p> <p>Theft of property</p> <p>Loss of earnings</p>	<p>Claims against them by volunteers who have suffered loss and by users who have suffered as the result of the action of a volunteer working on behalf of the organisation.</p>

## Further Advice

You are likely to have insurance already in place covering existing activities in your building. If you are extending the use of your building, you need to check with your insurance company, whether you need to extend your existing cover.

The Ecclesiastical Insurance group will include public liability, personal accident, employers liability, money, buildings, contents, glass. The Volunteer Centre U.K. also has a scheme which makes available a range of insurance cover suitable for organisations who involve volunteers. Full details can be obtained from Alexander Stenhouse (U.K.) Ltd, 2<sup>nd</sup> Floor, Grosvenor House, 67 London Road, Redhill.

## **b. Involvement**

There are two main factors that will determine the success of your volunteer/helper initiative:

- The recruitment and placement of volunteers;
- The support and retention of volunteers. It is one thing to recruit volunteers, but another to keep them.

To keep volunteer programmes productive, it is imperative that they receive relevant preparation, training and support. You can help volunteers get used to your church scheme by implementing a training programme:

- In the form of a one-to-one consultation, workshop, discussion, or supervision
- Showing films, videos on a related topic, supplying books or publications on relevant issues.
- Giving information packs.

However, volunteers need ongoing support too, and a good ongoing supervision system should be used. This means meeting with them regularly for 45mins to an hour to find out how they feel their work is going.

Churches can look to community groups for help in training volunteers if they don't have the skills themselves. Church volunteer workers can also be placed to work for community groups and bring the skills learnt back to church.

### ***Motivation***

Volunteer/helpers motivation to be involved with your church will be;

- Spiritual – i.e. identifying with your ministry, so your goals and aims become their goals and aims.
- Practical – i.e. supporting your church's approach to community initiatives and volunteering their services because it seems a good thing to do.
- Clearly people volunteer to help for lots of different reasons. If you are clear about these reasons, it will help in your advertising, recruitment and choosing of volunteers. Some of the motivations listed below are the sorts of reasons people give for volunteering:

Helping others, Something to do, Relieve boredom, Work experience, Improving life in community, Using a skill, Learning new skills, Meeting new people, Gaining academic credit, Building self-confidence, Putting a hobby to use, Recognition, Status, Putting faith into action, Identifying with a particular organisation, Testing a prospective career, Receive necessary training.

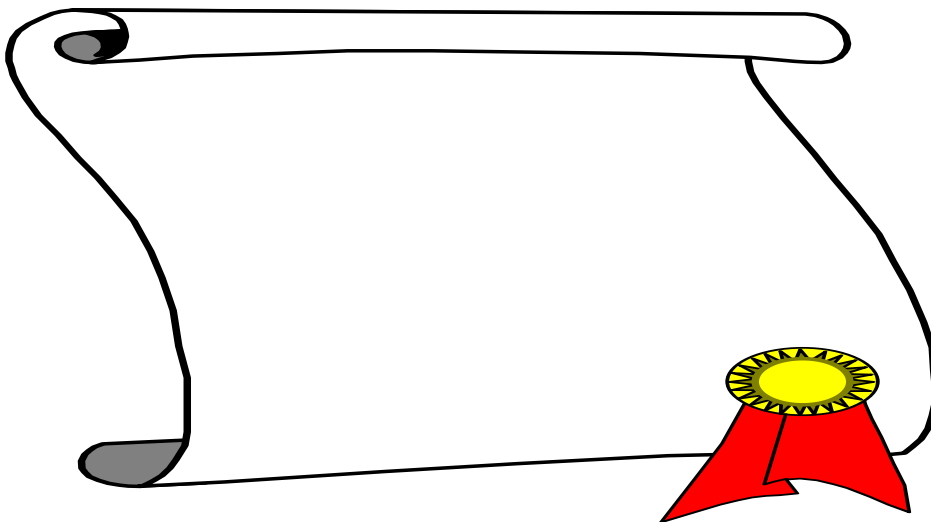
It may be a collection of things, but for whatever reason people volunteer their services, it is important that they are motivated by the encouragement they receive from you. Find out what motivates them, and use it as part of your ongoing programme, and recruitment process!

### ***Status and Identity***

Volunteer/ helpers identify in your church or organisation will stem from their involvement in it. Volunteers/helpers will only be involved as much as you allow them to be by the encouragement they receive. Their capability to perform the task, to identify with the need, and the importance of the role they are performing, give them a feeling of importance.

Because volunteer/helpers are unpaid, it is important that you show your appreciation for the work that they are doing. You can do this by:

- present them with gifts, awards for their achievements
- send them birthday and Christmas cards
- let them know that their hard work is not going by without being recognised.



### 3. EXPENSES

Most tasks require some personal outlay by the volunteer, be it fares for travelling by bus or train, petrol, postage, telephone calls, food, etc. So, in order to allow your volunteer/helpers initiative to have continued success, volunteers should have their expenses reimbursed. It is not fair that volunteers are offering their free time, skills and abilities to you for nothing – if that's the case, you will not keep them for long!

Some churches and organisations genuinely have insufficient funds to pay expenses. If this is the case, volunteers should be told before they start work and every effort made to find money to cover their expenses.

If volunteers are reimbursed for expenses they have incurred whilst working, they should not experience any problems from the Inland Revenue or DHSS. But if a volunteer receives payment that is greater than actual costs incurred, the Inland Revenue and DHSS will regard these payments as earnings.

If your volunteer is around at meal times, you should consider how you can save them the costs of their own meals. Churches very often work on the principle of "give and count the cost" but you will be much more effective in recruiting and keeping volunteers if you also keep in mind that "the labourer is worthy of the hire"!



## 4. SOME USEFUL ADDRESSES

### **Hackney Agency for Volunteering**

92 Dalston Lane  
Hackney  
London E8

Tel 0171 241 4443

Fax 0171 241 0043

E-mail [hackney@aoi.com](mailto:hackney@aoi.com)

Web site <http://members.ao1.com/hackneyvb>

### **The National Centre for Volunteering**

Regents Wharf  
8 All Saints Street  
London  
N1 9RC

Tel 0171 520 8900

Fax 0171 520 8910

E-mail [Centrevol@go!.com](mailto:Centrevol@go!.com)

Web site [www.volunteering](http://www.volunteering.org.uk) org.uk

### **CVS**

Hackney Council for Voluntary Service  
The Print House  
18 Ashwin Street  
London  
E8 3QL

Tel 0171 923 1962

Fax 0171 275 8577

### **Voluntary Action Tower Hamlets**

82 Russia Lane  
London  
E2 9LV

Tel 0181 981 7124

## 5. BOOKLIST

***Travelling Together Valuing Volunteers.*** Compiled by Jill McKinnon and Ann Stricklen. Published by Southwark Diocese Board for Social Responsibility, June 1994

***Voluntary Matters, Management and Good Practice in the Voluntary Sector.*** Edited by Paul Palmer and Elizabeth Hoe. Published by the Directory of Social Change, 1997.

***Voluntary but not Amateur. A guide to the law for voluntary organisations and community groups.*** By Jacki Reason, Ruth Hayes and Duncan Forbes. Sixth Edn. Published by LVSC, October 2000.

***The Voluntary Sector Legal Handbook.*** See Section IV on ***Employees, Volunteers and other Workers.*** By Sandy Adirondack and James Sinclair Taylor. Published by the Directory of Social Change, 1997.