



Department for Community Development

Government of Western Australia

Volunteering Secretariat

GUIDE TO EMPLOYEE VOLUNTEERING

**- An evolving resource for
WA public sector agencies-**



Volunteering Secretariat

Office for Seniors Interest & Volunteering

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1. Corporate Community Involvement and Employee Volunteering

There is an increasing groundswell of support for involvement in the life of the community by the corporate sector, public and private sector in Australia and overseas. Community involvement programs are increasingly becoming integrated into core business objectives and provide a significant positive impact on society benefiting the business, its employees and the not-for-profit sector. Corporate community involvement, social capital, social responsibility and triple bottom line outcomes are becoming central in informing not only the strategic directions of an organisation, but in its viability and impact in the community in which it operates.

There are a number of innovative examples occurring throughout Australia, in both the public and private sector. This momentum is demonstrated in the Prime Minister's Business Community Partnership, which provides support, profile, research and a brokerage function for establishing partnerships.

'Community involvement is a key component in our ability to generate creative ideas, develop and hone our professional skills, improve team spirit and enhance our public image whilst at the same time helping to rejuvenate and develop our local areas.'¹

Corporate/Community partnerships can take many forms including consultation with key stakeholders, traditional philanthropic funding approaches and in-kind support. Employee volunteering is a direct form of community involvement and provides benefits to all involved.

Examples of Community Involvement Programs

Business Community Partnerships	Employee Volunteering	Cause Related Marketing
Donations	In-kind support	Sponsorship

Employee Volunteering Programs (EVP) are defined as

'those mechanisms used by companies that support and facilitate employee volunteer activities in community based non-profit organisations and groups, charitable groups and groups identified in need of services and assistance.'²

¹ BBC Community Involvement Program

http://www.employeevolunteering.org.uk/case_studies/details.asp?id=154, accessed on the World Wide Web September 2004, Volunteering England last updated 2004

² Heidrick, K.W. (1990, p157), cited in *Corporate Volunteering: helping to build business and community sustainability: a handbook for corporations and business/* (authors Carl Holroyd and Anthony Silver). Publisher: Bunbury WA: Volunteer South West in conjunction with Edith Cowan University, the Centre for Regional Development and Research, c2001.

Volunteer programs can stimulate local economies and community organisations making projects, services and events possible and can be an effective way of directly targeting local community needs. By encouraging employees to participate in community activities through employee volunteering, an agency contributes to building better communities.

This document aims to provide a guide for Western Australian public sector agencies to develop, implement and evaluate employee volunteering programs. The WA Government is the single largest employer in the state with public sector employees comprising 16 per cent of the paid workforce. Employee volunteering provides a unique vehicle through which to progress sustainable social development, effective and relevant public service, and builds the capacity and connectedness of the community.

The guide is intended to be an evolving resource that will be further developed by the Volunteering Secretariat and by the action and achievements of WA public sector agencies.

2. Why a Resource Guide on Employee Volunteering?

Several strategic linkages and policies have emerged in the last two years in relation to employee volunteering, putting this issue very much on the agenda for public sector agencies. This Guide has been developed to assist agencies as they begin to consider where they might go with this issue. It is full of different alternatives to consider, resources to utilise and step by step checklists to assist in planning.

2.1 Valuing Volunteering - A Shared Vision

Valuing Volunteering - A Shared Vision was developed in December 2002 following an extensive community consultation process. The document outlines a shared vision, underpinning principles and a range of goals to enhance and support volunteering in Western Australia. Two years on, the policy is being reviewed identifying achievements and emerging issues impacting on volunteering.

Goal area five of *Valuing Volunteering - A Shared Vision* relates to encouraging and supporting volunteering in public and private sectors, specifically goal 5.6.4 states:

Goal 5.6.4:

That the State Government identifies strategies to encourage public sector workers to participate in volunteering during work hours.

This vision of volunteering during working hours may not be as much of a long-term goal as first thought. There are many forms of employee volunteering, from small to large scale programs, that will be outlined in this guide. This resource will provide the first steps towards involving employees in the community and formalising volunteering during working hours.

2.2 The Western Australian State Sustainability Strategy

Hope for the Future: The Western Australian State Sustainability Strategy was launched in September 2003. The Strategy outlines an integrated, whole-of-government approach to achieving environmental, social and economic sustainability in Western Australia. All public sector agencies are required to develop an action plan based on the commitments within the strategy by December 2004.

The Strategy is supplemented by *Leading by example: A resource guide for implementing the Sustainability Code of Practice for Government Agencies and Resource Guide for Implementation*, released in September 2004. Section 3.3, Volunteering for Community Development, identifies as a key commitment that:

Employees are encouraged to contribute to the development of the broader community through voluntary programs.'

This commitment encourages public sector agencies to develop employee volunteering programs that will contribute to the sustainability of the communities in which they operate. It is important to note that this commitment does not imply that employees will be required to volunteer nor does it require public sector agencies to introduce employee volunteering within work hours.

The first stage to achieving this key commitment is the development of a policy on employee volunteering appropriate to the needs, interest and capacity of the individual agency. A volunteering policy may address both formalised employee volunteering organised and supported by the workplace undertaken during or outside of work hours, and external volunteering undertaken by employees outside of work hours. It is important to note that any volunteering program should, by its nature, involve participants that volunteer their time, energy and commitment of their own free will and personal choice. The employee volunteering program is a vehicle that supports and facilitates volunteering to occur, but should in no way be a compulsory or advantageous activity for staff to partake in.

2.3 What's Happening Now in WA Public Sector Agencies?

The Volunteering Secretariat conducted a survey of employee volunteering policy and practice in Western Australian public sector agencies in July to September 2004. The survey was sent out to all 125 public sector agencies - either directly or via the Valuing Volunteering - A Shared Vision review process (19 agencies). Information from 70 public sector agencies was received.

Results indicate there are whilst there are currently no state public sector agencies with formal employee volunteering policies or programs for volunteering within working hours in Western Australia, there was much evidence of employee volunteering reported:

- ◆ A large number of agencies reported informal arrangements at team level where managers exercise flexibility and support to staff to pursue individual volunteering activities in working time, with the understanding the workload and working hour requirements will be met.
- ◆ Some agencies reported that they had organised groups of employees to volunteer on projects outside of work hours including fundraising and events that may be related to the work of the agency. For example, Department of the Environment staff contribute to Clean Up Australia Day and staff from the Department for Community Development staff the lost children's service at the Australia Day Fireworks.
- ◆ Many reported staff contributing their professional skills and activities to assist not for profit activities in their private lives. For example, many Department for Sport and Recreation staff volunteer their time on state and national sporting boards and associations. Staff from the portfolio agencies within the Department for Culture and the Arts, similarly contribute their time and expertise in the area of arts management and development.
- ◆ While few agencies had surveyed staff regarding their individual volunteering activities, feedback indicates that many employees are actively engaged in volunteering in their private lives.

It is clear from the feedback, both in the surveys and anecdotally, that the process of completing the survey in itself has led many public sector agencies to begin thinking in a more structured way about employee volunteering. The process has been iterative in probing current status of work in this area and educating agencies of key elements and strategies to implement an effective, efficient and sustainable employee volunteering program. The strategic direction and commitment of the Sustainability Strategy will further increase consideration and action in this important field.

3. Who Benefits from an Employee Volunteering Program?

Employee volunteering programs have significant benefits for all involved - for the employer, the employees, the community organisation partner, recipients of volunteer services and activities, and the broader community.

Agency/Employer benefits:

- Development of a relationship with the community partner and the broader community
- Enhanced understanding and knowledge of local community issues
- Greater community understanding, knowledge and support of the agency's work
- Enhanced staff morale, team work and retention
- Increased staff productivity
- Positive and identifiable organisational image and reputation as socially responsible
- Employee professional skill and leadership development
- A healthier and sustainable economic, environmental and social environment

Employee benefits:

- Professional development and application of new skills and knowledge
- Application of existing skills and knowledge to different situations
- Development of innovative ways to respond to problem-solving and difficult issues
- Fostering of leadership and management capacity
- Value of contributing to the community
- Satisfaction with employer, colleagues and work environment
- Improved interpersonal skills, communications and teamwork effectiveness
- Positive morale and reinvigorated motivation
- Community awareness, involvement and understanding
- Increased understanding of coworkers and respect for diversity
- Affirmation of individual capability and self worth
- Pride in organisation employed with

Community benefits:

- Source of skilled and resourced volunteers
- New skills and energy for problem solving
- Potential pool of resources, funding and support
- Access to business skills
- The community organisation can learn new skills and knowledge from the employee volunteers
- Directly addressing needs in the community
- Builds connections and understanding between the community and the organisation
- Community economic development, enhanced health and welfare, environmental conservation
- Potential for volunteer involvement beyond the employee volunteering program
- Potential for future partnerships

Sustainability benefits:

- Development of networks, relationships and connectedness within the community
- Greater participation in the community
- Enhanced social cohesion
- Enhanced understanding of community members and local issues
- Increased capacity of the not-for-profit sector
- Business-community partnerships

4. Models of Employee Volunteering

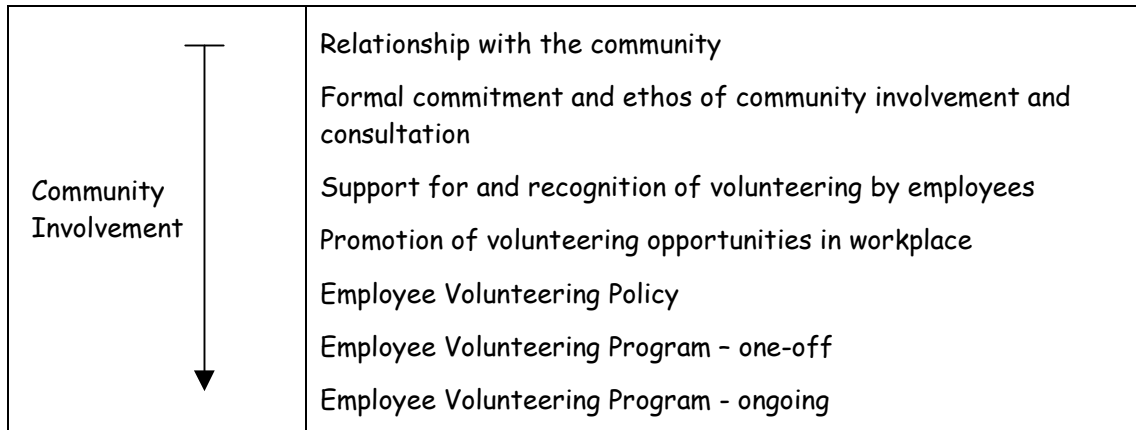
There is a range of different ways employee volunteering can be supported by the employer and a range of different programs that can be implemented. Each program model involves different levels of employee initiative, employer support, resources and time commitment.

As a minimum for achieving the Sustainability Strategy commitment, public sector agencies should consider developing a policy on employee volunteering and recognise and support existing volunteering contributions by employees.

Initiatives for which public sector employees can volunteer include individual, team and group activities. These activities can be undertaken as one-off events, short-term projects, secondments or on an ongoing basis. Each model will have

different impacts and should be tailored to suit the needs of the individual agency.

Spectrum of involvement in employee volunteering



Employee volunteering programs can differ in scope, level of employee and employer support, and degree of involvement in the community. An organisation may choose to be involved in one or a number of models as part of a comprehensive and multi-faceted community involvement strategy.

The type of employee volunteering program(s) appropriate for individual agencies will depend on:

- Objectives for implementing an employee volunteering program
- Outcomes to be achieved from the program
- The number of employees interested in becoming involved
- The knowledge and skills they have to offer or need to gain
- Available time commitment of staff
- The needs of the community and/or partner community organisation
- Whether specific social issues or community organisations have been identified for support and involvement.

A newly developed employee community involvement program should be aligned with business objectives and embedded into existing policies and strategies. In a number of overseas examples, employee volunteering has been incorporated as a professional development and training option for employees. The Corporate Citizenship Company's 2003 study *Good Companies, Better Employees*³ highlighted the importance of the integration of strategic human resource goals into the design of community involvement programs.

³ Good Companies, Better Employees: How community involvement and good corporate citizenship can enhance employee morale, motivation, commitment and performance. The Corporate Good Citizenship Company, 2003.

Business in the Community's ECI+ survey⁴ of its 700 members in 2000 suggests that employee volunteering is increasingly embedded into HR policy:

- 27% of respondents use employee volunteering as a real alternative to staff training
- 18% use it as part of their Investors in People process
- 20% use it support their Equal Opportunity and Diversity objectives
- 24% train their graduates in the community
- 53% have a time off policy
- 69% formally recognise employees' efforts.

Some Models of Employee Volunteering Programs

1. Flexible working conditions
2. Fundraising
3. Release time
4. Matching
5. Targeted programs
6. Matched giving
7. One-off events
8. Mentoring
9. Board membership
10. Probono services
11. Virtual Volunteering
12. Project secondments
13. Fellowships

⁴ Business in the Community ECI+ Survey, Spring 2000
www.employeevolunteering.org.uk/resources/details.asp?id=237&themeid=114, accessed on the World Wide Web September 2004, Volunteering England last updated 2004

14. Retiree / Redeployee programs

4.1 Flexible working conditions

An agency can support employee participation in volunteering in the individual's personal time through providing flexible working conditions. The balance of contributing to the community and managing individual workloads can be negotiated with line managers to enable employee participation in volunteering.

Example

WA public sector agencies already have a number of leave provisions under the Public Sector Award that allow for employees to undertake voluntary activities within work hours including emergency services, blood donation, union activities, defence and cadet force service, international sport, witness and jury duty.

4.2 Fundraising

Employees in an agency and the agency itself can demonstrate its social responsibility and commitment to the community in which it operates through donating money to community organisations for social causes. This can take the form of employee donation schemes, funding raising or money allocated towards specific causes, programs or projects. Employees can volunteer to coordinate the fundraising effort and may be involved in the fundraising activity.

Example

The staff of the Department for Community Development have a casual dress day on the first Friday of each month. The arrangement is coordinated, promoted and managed by staff. A gold coin donation raises funding for a different charity or cause each month. Employees participate by wearing casual clothes and donating money. This program has the additional benefit of providing a platform for increasing awareness and education about charities, social issues and links for future staff involvement.

4.3 Release Time

In this model, an agency has a policy that allows a specific amount of paid work time for employee volunteering eg one hour per month, one day per year. The

time allowance can be taken as a one-off block of time or spread out over a set period. For example, an allocation of one day per year could be taken as a whole day for a team volunteering event or as one hour a month throughout the year for an individual volunteering activity.

The utilisation of time could be prescribed as part of the policy or line managers may have discretion about how the policy is applied and how the employee manages their time and workload.

Examples

- ◆ The Commonwealth Department of Family and Community Services has as a condition of its workplace agreement, three days paid leave per annum for staff for volunteering in the community.
- ◆ The Body Shop's Community Project's Program requires full time staff, as part of their paid working hours, to participate in a minimum of 16 hours community volunteering each year.

4.4 Matched Giving

More common in the private sector, this model sees the organisation contribute funds to match employee fundraising for an agreed upon charity or organisation. Similarly, some organisations have a policy of paid leave for volunteering matched to individual volunteering time contributed out of work hours. This model provides an incentive to employees and demonstrates how the organisation values employee contributions. It also benefits the community, effectively doubling volunteering efforts and funding.

Example

Some parts of BHP Billiton gives employees who volunteer for at least 10 hours a \$100 donation to that charity with a maximum contribution of \$1000 per year. They also match employee fundraising efforts with up to \$750 per year. Personal donations from employees are matched with a \$500 limit.

*Judy, please note that we have contact BHP Port Hedland for further information on this example

4.5 One-off events

Employees are allocated a set amount of time during work hours to volunteer in meeting the needs of a community organisation. While by definition, this activity usually only occurs once, it can be undertaken as a regular arrangement on an annual basis. The most common form of this program model is a whole day team project whereby a group of employees volunteer on a specific task or project.

This model has the benefit of bonding and building teams, creating friendships and networks among staff outside the work environment and of reinvigorating staff morale and motivation.

Examples

- ◆ Many organisations support employee involvement in one-off events such as the Diabetes Foundation Walk for a Cure, City to Surf Fun Run and the Big Walk for Breast Cancer. Support extends to sponsoring corporate teams and providing clothing, equipment and infrastructure to enable participation and fundraising.
- ◆ BAT staff were involved in a one-off team volunteering project as part of their corporate support for Mission Australia. The team of 40 undertook the challenge of renovating and furnishing a house for a young couple expecting their first child. The team utilised tight resources, trade and management skills and also fundraised to buy furnishings and equipment for the house. In just nine days, the dilapidated house was transformed into an inner city home with carpet, a new kitchen, and equipped with white goods, cutlery and plates, and food in the cupboards.

4.6 Matching

Matching meets specific needs in the community through donation of employee skills and time. The agency invites requests from community organisations for specific activities, projects or funding required and then facilitates a match with interested employees to undertake the volunteering activity.

Example

In NSW, consultants from MLC's Business Development and Consultancy team used their expertise to assist staff from Mission Australia's community services on a strategic planning process. They facilitated planning workshops to help Mission Australia staff plan and manage resources and costs in the most efficient way possible. Four separate workshops were held in the areas of youth initiatives, homeless support initiatives, child and family initiatives, and community services. The planning process was based on the Balanced Scorecard

concept, which looks at objectives based in the areas of people, process, clients and finance.

4.7 Targeted Programs

Agencies and their employees identify a specific social issue that they wish to contribute to and volunteer staff involvement. The employee volunteering program then focuses on contributing staff skills, time and expertise to this issue. The program may involve a partnership with one or a number of community organisations working to address the identified issue, who identify how the employee volunteers can best support their work on the issue. Alignment with a specific or a number of community organisations usually occurs through an invitation and selection process

Alternatively, organisations may commit their energy to a specific organisation that may be involved in servicing a broad range of social issues.

Examples

- ◆ The Commonwealth Bank in partnership with Conservation Volunteers Australia volunteer in the Lending a Hand program. Staff from local branches volunteer on local area conservation projects organised by CVA. Over 14,000 volunteer days have so far been held.
- ◆ Revive Our Wetlands, established by Conservation Volunteers Australia and BHP Billiton, is the largest national wetlands revival program in Australia. Between 2000 - 2003 \$1.5 million of assistance and more than 17,000 volunteer days have contributed to the revitalisation of 100 of Australia's most significant wetlands. Between 2004 - 2006 Revive will see an additional \$1.5million and 15,000 volunteer days invested at 10 priority locations across remote, regional and urban Australia. This project was winner in 2002 of the Prime Minister's Award for Excellence in Community Business Partnerships - National Large Business Category.

4.8 Mentoring

Mentoring is an educational process whereby the mentor provides professional development, growth and support to those with less experience. It is essential to have a clear and supported framework for a mentoring program that covers expectations, boundaries, scope of involvement and timeframes. In an employee volunteering model, the agency can link into existing mentoring programs such as

School Volunteers Program or establish their own mentoring program with a community partner organisation.

Benefits to employees include the development of interpersonal, instructional, organisational and communication skills through one-to-one relationships. Community partners receive knowledge, skills, encouragement and advice from an expert in the field.

Example

School Volunteer Program

The purpose and core mission of the School Volunteer Program to utilise the abilities of seniors and retired people, as well as other community volunteers, to encourage and guide children who are having difficulty coping at school.

Volunteers assist a young student on a one-to-one basis and become a mentor and role model to that student. Mentors come to the school during normal school hours, usually once a week for one hour. In this time the mentor spends quality time with their student, providing encouragement and taking a sincere interest in the efforts of their student. All volunteer mentors are asked to attend an orientation workshop prior to commencing to enable them to fully understand how the program works in a school. The program also provides free information workshops on topics such as; drugs and suicide awareness, listening & communication skills, how to read easily and issues facing young people today.

The program encourages children to achieve their full potential by developing improved life skills, thereby enhancing their quality of life. It is also effective in promoting the value of seniors and retired people in our community and in breaking down barriers between the generations.

4.9 Board membership

Employees can contribute their skills and expertise to not-for-profit community organisations by becoming a member of their board or committee. This arrangement contributes a valuable set of skills, knowledge and experience to the strategic management of not-for-profit groups.

Example

Australian boardBank is a volunteering program that connects business people with the arts. Arts organisations draw on the skills and expertise of business volunteers in better managing the issues of good governance and risk management. Better volunteers benefit by gaining board level experience and at the same time contribute to the cultural life of Australia.

4.10 Probono Services

Employees volunteer their professional skills, knowledge and experience freely or at a significantly discounted cost to meet an identified need in a community organisation.

This model provides benefits to the employees in fostering leadership, breadth of experience and management capacity. It may also benefit the agency in strategically fostering and supporting the community organisations.

Employees with management expertise can assist with strategic planning issues, business planning, financial management, human resource issues, marketing and communication assistance. Information technology staff can assist community groups establish information systems. Common probono services include provision of free legal, tax and accounting advice.

Examples

Westpac staff donated 400 hours of staff time to complete work on two probono projects, a review of a community organisation's website and the efficiency of their donor database. The projects involved a contribution of more than 400 hours of Westpac staff time.

4.11 Virtual Volunteering

Virtual volunteering is an emerging form of volunteering whereby the volunteer contributes their time, skill and expertise via the Internet. Electronic volunteering activities include Internet research, writing, and project work.

This form of employee volunteering would suit agencies which may be geographically isolated or cannot afford staff to volunteer outside of the workplace, but are keen to contribute the assets of their staff to the benefit of the community. A further advantage is that employees can work on a variety of projects and for a variety of organisations throughout the world.

Example

The United Nations Volunteers program manages an Online Volunteering service. Online volunteers translate documents, write articles, research data, build web sites, mentor young people, design logos, and engage in many other projects to benefit organisations serving people in the developing world.

4.12 Project secondments

Project secondments involve staff placement in a community organisation to undertake specific projects or work for the benefit of the community. This model provides the organisation with resourcing of a key project, enables knowledge and skill sharing, and provides a new experience and challenge to the employee.

For example, an accountant may be seconded to a community organisation during tax time to undertake an accounting audit and streamline finances. Other projects include marketing plans, business strategies, and feasibility studies.

Example

Indigenous Community Volunteers, a not for profit program, places skilled volunteers for specific projects in indigenous communities. This has at times taken the form of a secondment with the volunteer's workplace agreeing to release them whilst undertaking the short term volunteering project.

4.13 Fellowships

Fellowship programs are similar to secondments but relate more to research type volunteering placements. Employees participate in research projects contributing their expertise, energy and knowledge and also drawing on the experience to increase their own understanding and skills.

Example

Rio Tinto has developed a partnership with Earthwatch, where employees receive two week fellowships to take part in field research projects. To demonstrate their commitment, the company contributes five days paid leave as well as travel and accommodation costs.

4.14 Retiree / Redeployee Programs

These programs link the skills, knowledge and experience of retirees or employees transitioning to retirement to the needs of the local community. A similar model can be used with redeployed staff, while they are awaiting new placements within the agency. Staff are placed with community organisations to volunteer their services. This model has the benefit of valuing employees and their experience and developing the reputation of the organisation in the community through contribution of employees that have available time to contribute.

Example

Timehelp is a partnership between Seal Force, Charities Aid Foundation and the Alcoa Foundation. Retirees are matched to needs in five local government schools. Activities include reading assistance, gardening, and teaching cooking.

5. Establishing an Employee Volunteering Program

Key steps to establishing a successful Employee Volunteering Program (EVP):

1. Establish management support and commitment for an EVP. Integrate this commitment into mission statements, strategic directions and agency policies.
2. Explore current employee volunteering practices within your agency through data collection and information sources eg staff survey, consultative committees.
3. After consideration of human resource and industrial issues, identify a model of employee volunteering suited to agency's commitment, employee interests, EVP purpose and business objectives.
4. Develop internal policy and best practice guidelines for employee volunteering.
5. Set clear objectives for the EVP, aligned with business objectives, and identify the outcomes to be achieved from the program.
6. Make decisions about budget and resource allocations.
7. Identify and develop relationships with potential community partners.
8. Establish a working group involving employees, managers, and the community partner to coordinate the development and implementation of the program.
9. Promote the EVP internally to recruit employee participants.
10. Identify 'champions' to promote the program and encourage involvement.
11. Conduct the employee volunteering program.
12. Recognise and celebrate the contribution of employee volunteers, both those involved in an EVP and those who volunteer as individuals.
13. Monitor and evaluate the impact of the program on the employee, community project assisted, agency and the wider community.

Tips!

- Start small
- Establish high-level management support
- Harness local champions to drive and promote the program
- Allocate responsibility to coordinate the program
- Continually monitor and improve the program

5.1 Developing an EVP

5.1.1 Identifying an EVP model

The first stage to developing an Employee Volunteering Program is to clarify why you are developing one in the first place and what your agency hopes to achieve by implementing one. Identifying these objectives and outcomes will help you identify which EVP model best suit your needs, resources and organisational objectives.

Other issues that will inform choice of EVP are the type of volunteering activity employees are interested in, whether one specific social issue is important to employees and/or the agency, and the time, resources and funding available.

Employees should play an integral role in program development and implementation. It is recommended that a working group be established, comprised of employees, managers, and the community partner, to develop the program and oversee implementation.

The checklist below will help you work through some of these issues and direct you towards the most appropriate EVP to suit your agency's objectives.

Planning Checklist:

- What are the objectives for your agency's involvement in an EVP?
- What do you want to achieve from the EVP? By when and for who?
- What type of work do you/your employees want to do?
- Is there a specific social issue that your agency / employee particularly want to be involved with?
- What time allocation for employees is committed to the EVP?
- Will the project involve volunteering during work hours and how will this be managed?
- Is there an ongoing commitment to community involvement?
- Have you set up a working group of stakeholders to develop & oversee the EVP?

5.1.2 Developing a partnership with a community organisation

The first step in developing a partnership with a community organisation as part of an employee volunteering program is finding one!

Action Checklist for Strategic Partnership Development⁵

1. Undertake a SWOT analysis to ascertain your internal and external operating environment
2. Determine parameters of proposed partnership: What is it you are looking for? What do you need?
3. Consult and involve your stakeholders
4. Brainstorm potential types of partners
5. Identify specific organisations that fit this type
6. Develop a shortlist of potential partners
7. Do some research on each of these
8. Using the collected information, identify possible synergies of interest.
9. Determine the best person to approach in the organisation
10. Follow up
11. Negotiate
12. Decide on evaluation methods
13. Set milestones
14. Analysis potential risks and issues
15. Develop an appropriate agreement
16. Revisit and incorporate developments

Your organisation may already have a working relationship with the sector of interest and may have existing networks that can be developed into a suitable partnership for an employee volunteering program.

It is recommended that the community partner be involved and consulted on in all stages of development of the volunteering program. It is important to realise that many community organisations do not have significant resources or capacity to manage large-scale programs. Therefore, it is key to involve them at all stages to ensure that there is a clarity and agreement about the expectations, roles and responsibilities, outcomes and benefits. Good communication and agreed understandings of how the program is developed, what it is trying to achieve, how it will be implemented and evaluation methods are important in an effective EVP program.

⁵ Prime Minister's Community Business Partnership, cited in *Corporate Volunteering: helping to build business and community sustainability: a handbook for corporations and business/* (authors Carl Holroyd and Anthony Silver). Publisher: Bunbury WA: Volunteer South West in conjunction with Edith Cowan University, the Centre for Regional Development and Research, c2001.

There are twenty Volunteer Resource Centres of different sizes located throughout WA. They perform a function of linking volunteers and organisations needing volunteers and can play a role in brokering a match for an agency wanting to implement an EVP.

Volunteering WA runs the statewide Volunteer Referral Service. It has a membership of 400 organisations and runs a full and busy individual volunteer linking service. It has recently commenced providing a brokerage service for corporate volunteering functions when time and resources permit.

For local area volunteering opportunities, they are an excellent resource to identify organisations needing small numbers of volunteers. It should be noted that these are small centres, often only staffed one or two days a week. Expectations about the degree of assistance that VRC's can provide should take this into consideration. Details of the Volunteer Resource Centres throughout the state are listed in the final section of this Guide.

Partnership Checklist

- Have you consulted employees and managers on the type of activity and organisation they are interested in supporting and volunteering for?
- Have you examined current/previous relationships with community organisations for employee volunteering opportunities?
- Have you contacted a Volunteer Resource Centre to broker a community partner for your EVP?
- Has your community partner been involved and consulted on the development of the EVP?
- Is there clear and agreed objectives for the EVP?
- Are the roles, rights and responsibilities of each partner clear and agreed?
- Is there a clear contact for communication and strategy for addressing grievances in the partnership?
- Are the contributions in terms of scope, timeframe and resourcing clear to both parties?

5.2 Implementing an EVP

There is a range of issues to consider in implementing the EVP including recruitment and screening of volunteers, training, insurance, risk management, privacy and legal issues.

5.2.1 Recruitment

In the true spirit of volunteering, employees should become involved in the program of their own free will and choice. An effective recruitment strategy will therefore make information on the program widely available and engagement in the program accessible to all that are interested in participating.

5.2.2 Screening

It is becoming a standard good practice in volunteer management to screen all volunteers to ensure suitability for specific volunteering activities. Screening methods include national police checks, interviews and referee checks. Employees may have already undergone screening in their employment process and this should be considered in the context of the type of volunteering activity to be undertaken. It is also important to be aware that legislation is being developed that will make it mandatory for all volunteers working with children to undergo a national police check.

5.2.3 Orientation and training

It is important that the agency, in partnership with the community organisation, ensures that employees are properly and thoroughly oriented to the EVP, the community organisation and the volunteer activity.

Employee volunteers may need training and information to enable them to effectively undertake the voluntary activity. Whilst training and education on how to undertake the volunteering activity is the responsibility of the community organisation, agencies may need to provide support where a large scale project is planned. Training is necessary to inform, prepare and protect volunteers and clients. It is also important in ensuring volunteers understand their role, rights and responsibilities, and the role and responsibility of the community organisation.

5.2.4 Risk Management

Potential risks should be minimised where possible and managed where not. An important component of the EVP and the community partnership is to minimise the risk to the employer, employees, community organisation and recipients of the volunteer activity. *Riskbase*, developed by the Insurance Commission of WA and available on the website of the Department for Sport and Recreation, is a simple and valuable risk identification and management tool for these purposes.

5.2.5 Insurance

Adequate insurance coverage is essential in ensuring safety and financial viability. It is important that the agency checks that their community

organisation partner has appropriate insurance cover in place, particularly Volunteer Personal Accident insurance or that Riskcover will cover the employee for the kind of volunteering it is proposed that they undertake.

5.2.6 Volunteering work environment

Working conditions and type of volunteering activity influences the experience of volunteering for employees. Considerations include the duration of the activity, nature and safety of work undertaken, adequate supervision, transport, and training and development opportunities.

5.2.7 Occupational health and safety

Occupational health & safety issues are the responsibility of the community organisation utilising the employee volunteers. The agency should ensure that this responsibility is clearly understood in the partnership and that employees feel confident to require a safe and healthy work environment.

Occupational health and safety requirements are informed by the *Occupational Health and Safety Commission Act 1985*.

5.2.8 Confidentiality

During the EVP an employee volunteer may receive confidential information about a client or the community organisation. Under the national privacy laws it is a legal and ethical requirement that this information remain confidential. Employee volunteers should not disclose private or personal information about the community organisation, its clients or activities. A confidentiality agreement may be appropriate in certain situations or in regard to particular volunteering activities.

5.2.9 Legal and ethical requirements

The organisation should ensure, in consultation with the community partner, that all legal requirements are covered. Organisations should be aware of any situation wherein employees may feel compromised or face ethical dilemmas in undertaking the voluntary activity.

Implementation Checklist

- Is a recruitment strategy in place in the workplace to attract, inform and involve potential employee volunteers?
- Have you recruited an appropriate number of employees to volunteer in the program?

- Have potential employee volunteers had a recent national police check?
- Is the expectation that the community organisation provide adequate orientation and training to voluntary activity understood and agreed?
- Have all potential risks been considered and strategies put in place to minimise and/or manage them?
- Is it clear and agreed that the community organisation has responsibility for occupational health and safety issues, and are there structures in place to ensure this?
- Do you understand the legal requirements inherent in the implementation of the EVP?
- Have you considered potential ethical issues that may arise for employee volunteers?
- Have confidentiality issues been considered in partnership with the community organisation? Is a confidentiality agreement needed?
- Does your insurance cover employee volunteers? This is especially important where the volunteering activity is carried out during work time.
- Have you checked whether or not the community organisation has appropriate insurance cover, if required?
- Is a Memorandum of Understanding between the organisation and the community partner needed?
- Is the venue easily accessible?
- Have you considered the travel implications for employee volunteer?
- Are there personal financial costs such as petrol, phone calls involved? If so, what is the reimbursement policy?
- Is there adequate supervision for employee volunteers?
- Are employees learning and developing new skills through being involved?

5.2.10 Promotion & Recognition

Promotion and recognition are key elements of a successful EVP. Not only are they important in achieving an effective program but they are important in recognising and rewarding volunteer contributions and in providing ongoing motivation and momentum.

Promotion and recognition can be internal and external to the organisation:

Internally - acknowledgment, publications, website, team briefings, notice boards, posters, flyers, staff newsletters, inductions programs, case studies.

Externally - agency promotion of involvement, partnership and participation, sponsorship of team through company clothing, equipment and infrastructure, publicity through local media, company publications, newsletters, brochures.

Communicating successful projects and profiling individual volunteer achievements is an effective way of celebrating contributions, demonstrating the tangible benefits of employee volunteering and encouraging more people to be involved. Rewarding and recognising participants maintains motivation and enthusiasm for programs and is seen as a major contributor to program success.

A final step in recognising and rewarding involvement in an employee volunteering program is to develop strategies, information and linkages for employees to continue their involvement in volunteering outside of work.

Promotion & Recognition Checklist

- Has the EVP been adequately promoted internally and reported externally as needed?
- Do employees know about the EVP?
- Are employees able to support the initiative and become involved if they are interested in participating? Is involvement accessible?
- Is your organisation prepared for a number of employees being away from their workplace for given periods? Do other sections of the workplace aware of the EVP and can they provide sufficient coverage?
- Have you negotiated with the community partners regarding publicity and promotion of the event?

Ways to recognise and reward employee volunteers:

- Saying thank-you and well done!
- Thank-you letters
- An internal awards scheme
- Nomination for external volunteer awards
- Annual recognition event eg dinner, reception, barbeque, morning tea.
- Certificate of appreciation (available on the Volunteering Secretariat website)
- Consult with employees and canvas how they want to be recognised.

5.3 Program Management

5.3.1 Coordination

A central point of coordination for an employee volunteering program is critical in effective management, particularly for larger scale, multi-streamed or formal programs. This may reside in the Human Resources, Corporate Communications or Planning sections. At an individual program level it is recommended that an allocated coordinator for each program be assigned. Volunteer coordinators are likely to need a broad range of skills and a range of networks within the agency. Adequate training for the role may need to be made available. Volunteer management training is available at Volunteering WA who also offer Bridge to Volunteering programs for people volunteering for the first time.

5.3.2 Senior management support

Integral to the success of an EVP is high-level management commitment, leadership and support. CEO and senior management commitment to the program, personal involvement and support of employee involvement is key in creating an organisational culture that values community involvement through employee volunteering.

5.3.3 Administration

In addition to a dedicated coordination role for the program, it is important administration be adequately resourced. This can be in terms of staff time (allocated FTE), within current administrative support duties, or as a professional development opportunity. An allocated person or position provides a clear point of contact for staff internally and a liaison point with the community partner.

5.3.4 Local Champions

Champions in local work areas are important in providing legitimacy to the program and in promoting it widely throughout the agency. Local champions play an important role in promoting and recruiting the involvement of their colleagues. They advocate volunteering, raise awareness of the program, provide education on social issues and increase employee involvement in the program.

5.3.5 Budget and Resourcing

A successful and effective EVP requires sufficient funding, time and resourcing for planning and development, coordination of implementation, and evaluation and reporting.

In addition to the resource implications of developing and managing an EVP, there are costs associated with its implementation such as covering staff

absence from the workplace, lost work, travel costs, reimbursement of out-of-pocket expenses, meals, equipment, clothing and infrastructure.

It is also important to understand the financial and resource capacity of all parties involved. For example, in the case of a one-off team event the community partner organisation may not be equipped or resourced, or simply the have the capacity to manage a large scale activity.

Program Management Checklist

- Have you identified the objectives and outcomes of the EVP?
- Has staff time (FTE) and resources been allocated to the development, management and evaluation of the EVP?
- Has a budget been allocated for implementation of the EVP?
- Is the community partner organisation sufficiently resourced and capable of managing the EVP?
- Have all costs - inherent and potential - been considered in partnership with the community organisation? Has agreement been reached over who will cover any costs that may result from the EVP?

5.4 Evaluation - measuring impact and outcomes

'Measurement is seen as a continuously evolving process to meet changing market demands such as demonstrating responsibility to shareholders, sound environmental practices and responding to local community requirements and needs. Measuring the value of a volunteer program sits firmly within the move to build sustainable businesses, communities, and environments.'⁶

In a significant employee volunteering program where considerable agency time and resources are invested, evaluation is critical. Evaluation measures should be developed in the planning stage and designed to assess the impact of the EVP. Designing the evaluation early in the program helps clarify what is to be achieved and enables pre- and post program data analysis.

Ideally some baseline pre-program data should be collected before the program commences, during the implementation of the program to monitor progress and impact, and after the program to investigate outcomes and collect post-program data. Pre- and post-program surveys are an effective way of assessing the impact of EVP on employee satisfaction, morale, productivity, and community perceptions.

⁶ Corporate Volunteering: helping to build business and community sustainability: a handbook for corporations and business/ (authors Carl Holroyd and Anthony Silver). Publisher: Bunbury WA : Volunteer South West in conjunction with Edith Cowan University, the Centre for Regional Development and Research, c2001.

Evaluation provides the opportunity to reflect on the process, implementation and effect of the program. The quality and benefits of the process are important considerations, as well as the impact of the program on employees and the community. Measuring the direct and indirect outcomes of program examines what has been directly achieved and the secondary effects, both positive and negative. Performance indicators examine the efficiency (use of resources) and effectiveness (value of program to stakeholders) in reaching project objectives.

Evaluation measurement tools include staff surveys, stakeholder attitudinal surveys, cost-benefit analysis anecdotal evidence, feedback forms, debriefings, and detailed interviews with participants and the community. It is valuable to communicate evaluation findings to all involved in the program, including employee volunteers and the community partner organisation.

Triple bottom line reporting is being increasingly utilised throughout the world to examine a company's economic, social and environmental performance. This holistic approach to reporting reflects the impact of employee volunteering programs on the organisation's performance and in the community.

Evaluation measures

- Effectiveness of the coordination and management of EVP
- Process of development and involvement of key stakeholders
- Employee participation rates
- Number of people benefiting
- Cost benefit analysis - financial & resource cost compared to the benefits
- Timeframe of the activity
- Effective communication and publicity of EVP
- Measurement of the volunteer activity undertaken ie was value added by participation? Eg number of trees planted
- Value of relationship forged by partners and potential for future cooperation
- Community and individual goodwill generated by the activity
- Perceptions, attitudes and experience of the participants.
- Satisfaction levels for individuals and organisations

6. Enhancing volunteering and social sustainability

In 1991, a National Survey of Volunteering in the UK found that the majority of people (51%) who volunteered did so because they were asked. This finding suggests a pool of 'latent' volunteers who may not proactively look for voluntary work but would volunteer if presented with the right opportunity and were asked in the right way. Employee volunteering can be an effective way to raise the level of volunteer participation by 'asking' and facilitating employees to volunteer.

The volunteer must have a positive first experience for involvement in volunteering to be sustainable. If a volunteer has a positive experience, they are more likely to become involved on an ongoing basis. Whether an experience is judged as positive or not depends on how well expectations are met and how well the experience matches the motivation of the volunteer.

A secondary benefit of employee volunteer programs is that people become involved and educated about issues they were previously unaware of and this can result in more sustainable behaviour in individuals, both professionally and personally.

At a wider societal level employee volunteering increases voluntary participation, community connectedness and builds the capacity of the individuals and the community. Business community partnerships based on consultation, mutuality and respect can be empowering for all involved and contribute to a healthier, more cohesive society.

7. Case Studies of Public Sector Agencies in other Jurisdictions

Department for Victorian Communities (www.dvc.vic.gov.au)

The Department of Victorian Communities recently developed an employee volunteering program. The aim of the program is to encourage and support staff to develop new skills and to increase knowledge and strengthen networks within the community.

DVC's employee volunteering program includes:

- 15.2 hours of volunteering leave
- Information on volunteering opportunities through links to three prominent volunteering websites: Go Volunteers, Good Company and Our Community
- An Open Day
- Staff choice in the not-for-profit organisation they volunteer for.
- A Volunteering Advocates Network, made up of self nominated DVC staff, to champion the cause and drive program promotion, communications and information.
- Promotion and celebration of DVC staff involved in volunteering.

Tasmanian Public Service (www.volunteerday.tas.gov.au)

Volunteer-for-a-Day Program for State Service Employees enables State Service employees to volunteer their services for a day during work hours. The program not only benefits organisations that rely heavily on volunteers but also provides participants with the opportunity to gain a greater understanding of the aspirations and day-to-day activities of their chosen organisation. The program was launched in 2001 as part of the Partnership Agreement between the Tasmanian Government and Volunteering Tasmania.

Progress so far includes a comprehensive promotion of the program to both community organisations and state service employees. The promotional campaign has also functioned to educate community organisations about the range of skills employees can offer and inform employees about the range of volunteer activities. An interactive website has been established that performs the brokerage function between volunteers and activities.

New South Wales (www.communitybuilders.nsw.gov.au)

- ◆ In 2001 the NSW Premier's Department Employee Volunteering Working Group developed *Employee Volunteering Guide: A resource for employers, volunteers and not-for-profit organisations*. The Guide provides a comprehensive overview of the development, management and evaluation of employee volunteering programs.
- ◆ *'Kids' Time'*
The NSW Commission for Children and Young Peoples' 'Kids Time' policy enables employees to undertake volunteering with children, young people and/or families. The values of the Commission require staff to maintain a positive focus on children and young people in all aspects operations, ensure that children and young people's input is received, respected and taken into consideration and that all work is performed with openness, integrity and fairness. The Performance Development Policy requires all members of the Commission's staff to demonstrate this commitment through participation in an area of their choice working directly with children and/or young people. The minimum period "worked" in a year will be 35 hours and the maximum 70 hours.

South Australia

The Public Sector Volunteering Initiative is a South Australian initiative to increase opportunities for public servants to volunteer and to recognise employees already doing so. The program is currently developing an employee volunteering policy that will allow public sector employees up to 15 hours a year paid leave to undertake volunteer activities. Details of the program are still being finalised but it is envisaged that the 15 hours paid leave will be on a matched basis where employees undertake 15 hours volunteer work in their own time. The initiative has been endorsed by the Senior Management Council. Increased community engagement is in line with current SA Government policies including Social Inclusion, Volunteerism and innovative staff development.

Policy guidelines:

- Public Sector Management Act Determination 6 enables public servants to access leave with pay to attend training for volunteers in emergency services
- Existing provisions for voluntary flexible working arrangements
- Recognition as a workforce development strategy especially for leadership development and enhancing teamwork skills.
- Redeployee opportunities for placement with a community organisation.
- Relevant community and volunteering experience of applicants considered during public sector selection processes.

Department of Family and Community Services (FACS), Commonwealth

FACS developed an employee volunteering program in 2001. Information was collected to inform program design through an all-staff survey, focus groups, best-practice research and discussions with other corporations with experience in the area of corporate volunteering. Provisions for employee volunteering are embedded in the 2002-2005 FACS Employee Certified Agreement as follows:

9.9 Corporate Volunteering

9.9.1 The parties will develop provisions to promote and facilitate participation by FACS employees in volunteering to assist community organisations.

9.9.2 FACS employees and the union will be consulted about the proposed provisions and their introduction.

9.9.3 The target date for introduction of the provisions is the end of September 2002.

FACS is developing staff volunteering guidelines and a corporate volunteering kit. Volunteer opportunities are advertised on corporate discussion databases and a FACS volunteering intranet has been developed.

Examples of FACS employee volunteering are outlined in their Triple Bottom Line reporting and include the Hartley Life Cycle Challenge, Sri Chimnoy Triathlon, tasks at the local nursing home and emergence assistance during the 2003 Canberra bushfires.

8. References - Useful research & publications

BBC Community Involvement Program

http://www.employeevolunteering.org.uk/case_studies/details.asp?id=154, accessed on the World Wide Web September 2004, Volunteering England last updated 2004

Business in the Community ECI+ Survey, Spring 2000

www.employeevolunteering.org.uk/resources/details.asp?id=237&themeid=114, accessed on the World Wide Web September 2004, Volunteering England last updated 2004

Community Business Partnerships - Making Them Work

Corporate Community Involvement: Establishing a Business Case. Centre for Corporate Public Affairs in conjunction with the Business Council of Australia, 2000.

Corporate Shares, Community Profits: A guide to engaging your employees, Volunteering Australia

<http://www.volunteeringaustralia.org/documents/booklet-CORP.pdf>

Corporate Shares, Community Profits: A guide to engaging corporate volunteers. Volunteering Australia

Corporate Volunteering: helping to build business and community sustainability: a handbook for corporations and business/ (authors Carl Holroyd and Anthony Silver). Publisher: Bunbury WA: Volunteer South West in conjunction with Edith Cowan University, the Centre for Regional Development and Research, c2001.

Corporate Volunteering: The Potential and the Way Forward, D. Quirk, the Wellington Volunteer Centre, 1998.

Developing Employer-supported Volunteerism Policies, Volunteer Canada.

Employee Volunteering Guide: A resource for employers, volunteers and not-for-profit organisations, NSW Premier's Department

<http://www.communitybuilders.nsw.gov.au/builder/volunteering/evg.html>

Employee Volunteering: The Guide, The National Centre for Volunteering, UK, 2001

Employee Volunteering: Profitable for Business and Communities, J. Murphy, Mornington Peninsula Community Connections

Good Companies, Better Employees: How community involvement and good corporate citizenship can enhance employee morale, motivation, commitment and performance. The Corporate Good Citizenship Company, 2003.

Making a Business Case for Employer-supported Volunteerism, Volunteer Canada 2004

Heidrick, K.W. (1990, p157), cited in *Corporate Volunteering: helping to build business and community sustainability: a handbook for corporations and business/* (authors Carl Holroyd and Anthony Silver). Publisher: Bunbury WA: Volunteer South West in conjunction with Edith Cowan University, the Centre for Regional Development and Research, c2001.

Prime Minister's Community Business Partnership, cited in *Corporate Volunteering: helping to build business and community sustainability: a handbook for corporations and business/* (authors Carl Holroyd and Anthony Silver). Publisher: Bunbury WA: Volunteer South West in conjunction with Edith Cowan University, the Centre for Regional Development and Research, c2001.

9. Useful websites

Business in the Community

www.bitc.org.uk

Center for Corporate Citizenship Boston College

www.bc.edu/centers/ccc/index.html

Centre for Corporate Public Affairs

www.accpa.com.au

Community Business Partnerships Brokerage Service

www.ourcommunity.com.au/business/business_main.jsp

Corporate Citizenship Company

www.corporate-citizenship.co.uk

Employee Volunteering

www.employeevolunteering.org.uk

GoVolunteer

www.govolunteer.com.au

NSW Community Builders

www.communitybuilders.nsw.gov.au

Points of Light Foundation

www.pointsoflight.org

Positive Outcomes

www.positiveoutcomes.com.au

Prime Minister's Community Business Partnership

www.partnership.zip.com.au

Probono Australia Volunteer Match

www.volunteermatch.com.au/default.asp

South Australian Office of Volunteers

www.savolunteer.info

UN Online Volunteering

www.onlinevolunteering.org/

Volunteering Australia

www.volunteeringaustralia.org

Volunteering New South Wales

www.volunteering.com.au

Volunteering WA

www.volunteer.org.au

10. Volunteer Resource Centres

<p>Volunteering WA Contact: Mr Alan Melchert, Executive Director Contact Times: Mon-Fri, 9am-5pm Address: City West Lotteries House, 2 Delhi Street, WEST PERTH WA 6005 Telephone: (08) 9420 7288 Fax: (08) 9420 7289 Email: community@volunteer.org.au Website address: www.volunteer.org.au</p>	
<p>Albany Volunteer Resource Centre Contact: Julie Yusop Times: Mon-Fri, 10-2pm Address: 22 Collie Street ALBANY WA 6330 Telephone: (08) 9841 3588 Fax: (08) 9842 1660 Email: volinfo@omninet.net.au</p>	<p>Armadale Volunteer Resource Centre Contact: Pauline Franklin Times: Mon-Thurs, 9-4pm Address: City of Armadale, Locked Bag 2, ARMADALE WA 6992 Telephone: (08) 9399 0629 Fax: (08) 9399 0184 Email: pfranklin@armadale.wa.gov.au</p>
<p>Busselton-Dunsborough Volunteers Contact: Carl Holroyd Times: Mon-Wed, 10-4pm Address: PO Box 1163, BUSSELTON WA Telephone: (08) 9754 2047 Fax: (08) 9754 2047 Email: volunteers@westnet.com.au</p>	<p>City of Cockburn Volunteer Resource Contact: Irini Georgas Times: Tues-Fri, 9-4pm Address: PO Box 1215, BIBRA LAKE DC Telephone: (08) 9411 3490 Fax: (08) 9411 3416 Email: igeorgas@cockburn.wa.gov.au</p>
<p>Esperance Volunteer Resource Centre Contact: Michelle Clarke Times: Mon-Tues-Thurs-Fri 9-4pm Address: PO Box 2273, ESPERANCE WA Telephone: (08) 9072 0346 Fax: (08) 9072 0346 Email: evrc@esperance.wa.gov.au</p>	<p>Fremantle Volunteer Resource Centre Contact: Marlene Oostryck Times: Tues-Fri, 10-3pm Address: 24 High Street, FREMANTLE WA Telephone: (08) 9433 0549 Fax: (08) 9433 0545 Email: fvc@fremantle.wa.gov.au</p>
<p>Geraldton Centacare Family Services Contact: Dilhara Cramer Times: Mon-Fri, 9:30am-3pm Address: PO Box 2717, GERALDTON WA Telephone: (08) 9921 1433 Fax: 9921 4358 Email: dilhara.cramer@centacare.wn.com.au</p>	<p>Hedland Volunteer Resource Centre Contact: Denni Wilke Times: Mon-Thurs, 9-2pm Address: PO Box 41, PORT HEDLAND WA Telephone: (08) 9140 1552 Fax: 9172 1565 Email: hvrc@porthedland.wa.gov.au</p>

<p>City of Joondalup Volunteer Resource Contact: John Rea Times: Mon-Fri, 9-5pm Address: c-/VWA, Lotteries House, 2 Delhi Street, WEST PERTH WA 6005 Telephone: (08) 9400 4734 Fax: 9420 7289 Email: jrea@volunteer.org.au</p>	<p>Kalgoorlie Boulder Volunteer Centre Contact: Robin Lonsdale Times: Mon-Thurs, 9-4:30pm Address: PO Box 4292, KALGOORLIE WA Telephone: (08) 9022 3197 Fax: (08) 9022 3570 Email: volunteers@kbvc.org.au</p>
<p>Manjimup Volunteer Resource Centre Contact: Dianne Lewendon Times: Mon-Fri, 9-3pm Address: PO Box 145, MANJIMUP 6258 Telephone: (08) 9777 2774 Fax: (08) 9777 2774 Email: manjivrc@westnet.com.au</p>	<p>Melville Volunteer Resource Centre Contact: Joanne Visic Times: Mon-, Wed, Thurs 9-4pm Address: City of Melville, Locked Bag 1, BOORAGOON WA 6954 Telephone: (08) 9364 0153 Email: mvrvc@melville.wa.gov.au</p>
<p>Nannup Volunteer Resource Centre Contact: Rohan Payne, Cheryle Brown Times: Tues, Wed, Thurs, 10-3pm Address: Nannup Telecentre, Lot 31 Warren Road, NANNUP WA 6275 Telephone: (08) 9756 3022 Fax: (08) 9756 3090 Email: nannuptc@comswest.net.au</p>	<p>Narrogin Volunteer & Community Resource Centre Contact: Heather White Address: PO Box 188, NARROGIN WA Telephone: (08) 9881 1944 Fax: (08) 9881 3092 Email: libngn@treko.net.au</p>
<p>Nedlands Volunteer Referral Service Contact: Joanne Cuten Times: Mon-Thurs, 9-5pm Address: 97 Waratah Ave, DALKEITH WA Telephone: (08) 9386 6326 Fax: (08) 9386 3990 Email: Nedvolservice@nedland.wa.gov.au</p>	<p>Swan Volunteer Referral Centre Contact: Anthony James Address: 45 Helena Street, MIDLAND Telephone: (08) 9250 6421 Fax: (08) 9274 4430 Email: ajames@swan.wa.gov.au</p>
<p>Peel Volunteer Resource Centre Contact: Marj Wilson Times: Mon-Fri, 8:30am - 4:45pm Address: Suite 1, Lotteries House, 7 Anzac Place, MANDURAH WA 6210 Telephone: (08) 9581 1187 Fax: (08) 9586 1187 Email: Pvrc@southwest.com.au</p>	<p>Volunteer South West Times: Mon & Thurs, 9:30am-2:30pm Address: Lotteries House, 99 Victoria Street, BUNBURY WA 6230 Telephone: (08) 9791 3214 Fax: (08) 9791 7060 Email: Volunteer.south.west@bigpond.com</p>

<p>Wickein District Resource Telecentre Volunteer Resource Centre</p> <p>Contact: Nola Poland</p> <p>Address: PO Box 131, WICKEPIN WA 6370</p> <p>Telephone: (08) 9888 1500</p> <p>Fax: (08) 9888 1588</p> <p>Email: Wickein@westnet.com.au</p>	<p>Volunteer Christmas Island at Christmas Island Neighbourhood Centre</p> <p>Contact: Carol Hautot</p> <p>Times: Mon-Fri, 8-12noon</p> <p>Address: PO Box 303, Christmas Island WA</p> <p>Telephone: (08) 9164 7247</p> <p>Fax: (08) 9164 7247</p> <p>Email: carol@cinc.org.cx</p>
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