

# Best Practice Guidelines

## Te Anga Whaitake



**Tūao Aotearoa**  
Volunteering New Zealand

## Contents

Best Practice Guidelines background	4
Principles of Best Practice from 2012 version	4
Tūao   Volunteers central to delivery of passion and purpose	5
About the Best Practice Guidelines – Te Anga Whaitake	5
Te mana o te kupu	6
Who are the Best Practice Guidelines for?	6
How do you use the Best Practice Guidelines?	7
How were they developed?	7
<b>Practice area one– Recruit and engage volunteers</b>	<b>8</b>
Principles	9
Why this practice is important	9
What volunteers need	9
What Good Practice looks like	10
<b>Practice area two – Welcome and onboard volunteers</b>	<b>12</b>
Principles	13
Why this practice is important	13
What volunteers need	13
What Good Practice looks like	14
<b>Practice area three – Volunteer support, leadership and management</b>	<b>16</b>
Principles	17
Why this practice is important	17
What volunteers need	17
What Good Practice looks like	18
<b>Practice area four – Train and grow volunteers</b>	<b>20</b>
Principles	21
Why this practice is important	21
What volunteers need	21
What Good Practice looks like	22

<b>Practice area five – Feedback and recognition</b>	24
Principles	25
Why this practice is important	25
What volunteers need	25
What Good Practice looks like	26
<b>Practice area six – Celebrate volunteer impact</b>	28
Principles	29
Why this practice is important	29
What volunteers need	29
What Good Practice looks like	30
<b>Practice area seven – Exit volunteers</b>	32
Principles	33
Why this practice is important	33
What volunteers need	33
What Good Practice looks like	34
Appendix: The development of the Guidelines	36
Development and design process	36
Contributors	37
Directory of resources	48

## Best Practice Guidelines background

Volunteering New Zealand | Tūao Aotearoa launched its original Best Practice Guidelines for Volunteer-Involving Organisations in November 2012. These were designed by a national, cross-sector working group, in-depth consultation and piloted with regional organisations.

They were recognised locally and globally as ground-breaking and world leading. Until their release, there had been few, if any, guides – nationally or internationally – as to what ‘best practice’ looked like in volunteer-involving organisations. These were a paper-based tool to be completed by a whole team. The guidelines were updated in 2015, and in 2017 an online tool was launched for individuals to complete and receive a report with actions and resources.

Te Anga Whaitake –Tūao Volunteer Best Practice Guidelines sits alongside these existing tools, and provides a simplified accessible framework, and corresponding resources and tools to support self-led learning.

## Principles of Best Practice from 2012 version

The 2012 guidelines identified four key principles:

1. Volunteers are seen as a central part of the organisation. It is recognised that without their contribution, the organisation would not achieve its goals.
2. The whole organisation works to involve and recognise volunteers.
3. It is understood that a strong and dynamic volunteer programme needs a supported and resourced manager.
4. People with responsibility for volunteers should have sufficient resources to effectively do their job.

The sentiments expressed here sit at the heart of these new guidelines.

## Tūao | Volunteers central to delivery of passion and purpose

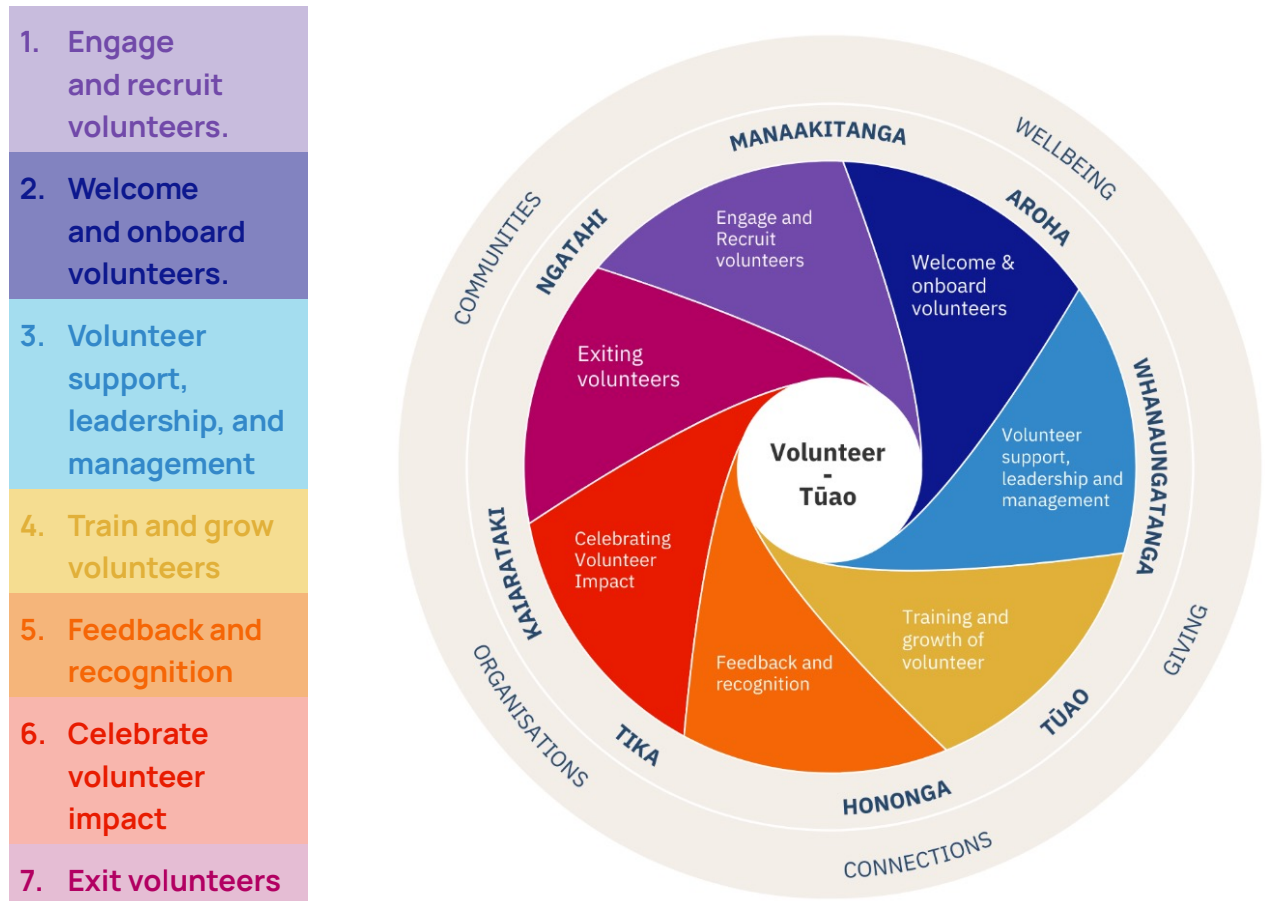
Tūao | volunteers stand up and take action in communities. Volunteering activity can be within community organisations, or informally within communities. Volunteers give their unpaid time and skills to causes they believe in. Voluntary actions are acts of individuals, and communities who are taking action to shape the future they seek around them. It is an act of self-determination. Voluntary activities within organisations are integral to achieving its aspirations and purpose.

Volunteers are not a free resource or there to replace paid roles. Volunteering actions need to be nurtured and enabled within organisations. Volunteer centric practice is fundamental to the success of working with volunteers/Tūao community organisation.

## About the Best Practice Guidelines – Te Anga Whaitake

Our Best Practice Guidelines - Te Anga Whaitake is our tool that supports organisations who have Tūao / volunteers.

It is based on a volunteer life cycle model and puts the volunteer at the centre of our practice. It identifies seven key areas of focus for volunteer best practice.



Volunteer engagement and volunteer management practice sits within a wider context and culture of an organisation within which volunteering takes place.

This diagram illustrates the volunteer journey and the range of cultural and organisational factors that also impact on a volunteer’s experiences.

Volunteering New Zealand acknowledges Aotearoa New Zealand’s bi-cultural heritage, with foundations laid by Te Tiriti o Waitangi.

## Te mana o te kupu

Our promotion and use of kupu Māori within our guidelines acknowledges and celebrates te reo and te ao Māori.

The te reo Māori name for these guidelines was given to us by our Kaitiaki Evelyn Tobin.

She has also helped us identify words and framing for our graphic above.

Overarching principles encompass the seven practices areas of our Best Practice Guidelines:

- **Aroha** – Volunteers are a taonga, and should be recognised for the generosity of their contribution with aroha.
- **Hononga** – Building connections.
- **Kaiarataki** – We are all leaders.
- **Manaakitanga** – Volunteers sit at the centre of our work. Everyone plays a part in nurturing and growing volunteers.
- **Ngātahi** – Inclusion collaboration and connection of volunteers is vital.
- **Tūao** – Volunteers lead by example.
- **Tika** – We do what is right.
- **Whanaungatanga** – We build enduring reciprocal relationships.

## Who are the Best Practice Guidelines for?

These guidelines are a tool for community organisations. You may be a volunteer manager, leader, or co-ordinator. It can also be used by Boards, managers and volunteers/Tūao.

The Best Practice Guidelines can be used:

- By organisations to identify areas of strength and areas for development
- By volunteer managers, leaders, and co-ordinators
- By those providing support and advice to boards on strategic volunteer issues
- By funders and donors interested in the volunteer centric capability of those they support
- By volunteers to know what good practice looks like

When reading the guidelines, think about what is appropriate for your organisation. Community organisations are incredibly diverse. Some organisations have paid volunteer managers or co-ordinators, others have few or no paid staff and board members are also those who get the work done as well as govern.

The guidelines have been designed with small to medium sized community organisations in mind. But regardless of turnover, number of staff, or type of activity, the practice areas apply to all. What will differ is how you implement the practices.

## How do you use the Best Practice Guidelines?

The guidelines identify seven key evidenced based good practice areas for volunteer involvement.

They are:

1. Engage and recruit volunteers
2. Welcome and onboard volunteers
3. Volunteer support, leadership and management
4. Train and grow volunteers
5. Feedback and recognition
6. Celebrate volunteer impact
7. Exit volunteers

Each area has key principles, what good volunteer practice looks like and actions you can take for each of these practice areas.

Read the principles and the practice areas. Identify the area you need support on now, and reflect on “what good looks like”, work your way through the tools and resources.

Share with your team.

## How were they developed?

The guidelines were developed by Volunteering New Zealand | Tūao Aotearoa in collaboration with the community sector. They draw on the experience and wisdom of volunteers and sector leaders across Aotearoa New Zealand. Those who contributed are acknowledged on the final page of this document.

The seven practice areas in the guidelines were identified in consultation with an advisory group, targeted input from the Volunteer Centre Network, and from the relevant leadership principles from Te Ao Māori and an analysis of volunteer best practice developed in other countries.

Between February and March 2023, co-design workshops were held to explore each practice area. There was an open invitation to community leaders and volunteers to join the workshops. The guidelines were then drafted and extensively peer reviewed.

The co-design process identified what volunteers need, key principles, what good practice looks like and actions we can take for each of these practice areas.

These Best Practice Guidelines aim to outline what good volunteer centric practice looks like and to identify to each principle there is:

- A rationale – the reason the practice area is important.
- An outline of what the practice area looks like – what good practice is.
- Recommended actions and ideas about how to implement the practice area.

## Practice area one



# Recruit and engage volunteers



## Principles

1. There is a positive approach to diversity, inclusion and equity and a proactive approach to making volunteering accessible so that volunteers reflect communities that organisations serve.
2. An inclusive, consistent, and robust recruitment process is used.

## Why this practice is important

The engage and recruit stage is where a connection starts to be built between the volunteer and the organisation. Volunteers want to get enough information and insight to decide on whether they want to connect with the organisation and commit to the role being offered. The organisation wants to find out if the volunteer is a fit for the work that needs doing and with its culture or kaupapa. The engagement is successful when volunteers are placed in roles that match both their needs and those of the organisation.

## What volunteers need

- Easy to access information about the role, the organisation and recruitment process
- To have a welcoming and positive recruitment experience
- To feel like they can be their full selves within the organisation
- To have their needs and interests understood (including those with a disability)
- Clarity on what is required to volunteer with the organisation
- A timely, seamless, engaging recruitment experience



## What Good Practice looks like

### Accessible, clear information about the role, the organisation and recruitment process

- Provide a clear, concise role description outlining: The purpose of the role, its impact, the difference it makes; Expectations about the level of commitment, hours, location, activities involved; and skills and qualifications sought. If possible provide multiple formats of the information e.g. easy-read document, video with captions.
- Provide clear information about the organisation: Its mission and vision, who it serves; the values and culture of the organisation; and the opportunities and unique benefits of volunteering with the organisation e.g. qualifications available and recognition practices

### Connect with and build understanding with the volunteer

- Ask what motivates them and what they want to do
- Determine how the person wants to volunteer e.g. regular weekly commitment or project-based?
- What volunteers' needs are e.g. access, cultural needs
- Understand their family and work life commitments, e.g. childcare/ dependents, community and work commitments; social, personal and study commitments may also be considered

## Provide clarity on what is required to work with organisation

- Provide information on the rules, codes of conduct, and expectations
- Advise the volunteer on recruitment requirements such as medical screening and vetting, security checks
- Set expectations around skills required and training needed for role
- Give time expectations, and if flexibility is available
- Provide information on costs that might be incurred, such as petrol, and reimbursement policies
- Make sure goals and expectations are clear to begin with

## Provide a positive recruitment experience

- Ensure your communication about opportunities is inclusive and accessible and considers different cultural understandings of volunteering
- Use of a range of channels that encourage those from diverse backgrounds to apply e.g. migrant networks, marae, Volunteer Centre Network, website, community newsletters, and friends and family
- Provide easy to access information on the recruitment process and what to expect
- Have accessible online application processes and systems, with options for those with limited access to technology
- Have an accessible, welcoming and inclusive interview
- Ensure a quick response, acknowledging and following up enquiries
- Initiate vetting and security checks promptly
- Keep a record of enquiries, even if the volunteer is not suitable or unavailable for role, to keep communicating and acknowledging their interest (check privacy implications)
- Have a process for volunteers to provide feedback on concerns in a way they prefer.

## Practice area two



**Welcome  
and onboard  
volunteers**

## Principles

People, policies, and procedures have been put in place to ensure volunteers are welcome, trained and inducted appropriately.

### Why this practice is important

The welcome and onboarding phase helps volunteers understand and feel comfortable with the workings of the organisation. It provides volunteers with background, practical knowledge of the organisation so they see how they can contribute to the organisation's purpose. Understanding the organisation's mission, values and systems for volunteer management enables volunteers to find their place in the organisation and to contribute more productively.

### What volunteers need

- To feel welcomed and appreciated for who they are and what they bring
- To understand the organisation's kaupapa (purpose) and ensure it's a good fit for them
- Clear expectations of the role requirements and the skills and training required
- To communicate their needs and preferences, including any access needs
- To understand how to navigate the organisation, including organisational culture, and how its volunteer systems work
- To feel socially connected with the organisation (Whanaungatanga)
- To be assured of confidentiality/ privacy as appropriate



## What Good Practice looks like

### The welcome

- Have everything ready for them e.g. paperwork, uniform, materials and workspace
- Create a welcoming environment for their first day
- Proactively ask volunteers if there is anything they need to feel safe and welcome in the workspace
- Meet the volunteer and provide introductions
- Have a welcome event or mihi whakatau (if appropriate)

### Understanding the Organisation's Kaupapa/ purpose

- Provide an overview of the Kaupapa/ purpose and values (ngā matapono) of the organisation
- Share the history and strategy of the organisation
- Show how their role contributes to the success of the organisation
- Describe the communities served, the cultures and demographics and programmes/services provided

### Clarifying the role and what is required (expectations)

- Confirm their role, what they will be doing, and expectations of them
- Discuss the skills and training required
- Clarify the parameters/opportunities of the role
- Ensure all pre-employment checks are complete
- Work alongside the volunteer and coach them to perform the tasks/activities required

## Understanding the needs and preferences of the volunteer

- Offer information on multiple roles, if you have them, allowing the volunteer to select
- Determine how the volunteer will give their time e.g. regular weekly commitment or project-based
- Discuss how the role fits with the volunteer's other life commitments
- Set up structured check-in times to see how they are progressing i.e. each week for their first month
- Have a review (at the end of their first month) to discuss how the role is going for them and if any additional support or changes are needed

## Enabling volunteers to navigate the organisation

- Outline the structure of the organisation, its programmes and how the volunteer contributes
- Introduce the volunteer to the systems of volunteer management e.g. reimbursement of expenses
- Introduce the policies and processes for people within the organisation
- Provide clear written or graphical steps for processes
- Do a tour of the premises and outline health and safety practices
- Provide a clear process for volunteers to be able to give feedback and to ask for help if they need it, e.g. technical issues

## Social orientation and connection

- Introduce the organisation leaders and key contacts; provide contact details, bios and photos
- Outline organisational values
- Introduce organisation's tikanga (protocols) and culture
- Discuss the organisation's diversity and inclusion commitments and expectations of its members
- Meet other teams and make connections with external organisations (if required)
- Assign a buddy and/or peer who they can go to, to ask for help or clarification
- Connect the volunteer to members of the community being served
- Offer multiple ways for interaction with staff and other volunteers e.g. social media group, social events and training, and while volunteering

## Practice area three



# Volunteer support, leadership and management



## Principles

1. Any volunteering activity should include appropriate leadership and resourcing: a strong and dynamic volunteer programme needs a supported and resourced manager.
2. People with responsibility for volunteers have sufficient resources and training to effectively do their job.

## Why this practice is important

Good leadership creates a motivating environment and great volunteer experience so volunteers are able and willing to do their best work. It keeps volunteers connected with their organisation.

Volunteers provide their time in exchange for the opportunity to make a difference within their community. Volunteers are not a free resource; they need support, leadership, and management to contribute effectively to an organisation. Volunteer managers make the process of volunteering as easy as possible, enabling organisations to deliver services to their communities and fulfil their purpose or kaupapa.

## What volunteers need

- To have their needs and preferences understood
- To be supported to fulfil and grow in their roles
- To be kept engaged and feel part of the organisation
- To have the support of knowledgeable, skillful, and confident volunteer managers
- To know they are making a meaningful contribution



## What Good Practice looks like

### Understanding the volunteer's preferences

- Determine whether the volunteer wants social interaction as part of a group or is happy working alone or with a partner
- Understand what they want to gain from volunteering early in their role
- Find out what they want to learn and the skills they want to develop
- Maintain regular contact to find out how they are getting on

### Supporting volunteers to be fulfilled and grow in their roles

- Creating an environment which ensures volunteer's wellbeing is supported
- Check-in with them to ensure the volunteering is working for them and whether there are changes to expectations – has anything changed since they started?
- Identify and deliver pastoral care needs e.g. provide emotional support
- Ensure cultural and emotional safety of volunteers e.g. addressing the fear of fitting in culturally
- Involve volunteers wherever possible in decisions that affect them – seek their input and suggestions
- Manaakitanga! Everyone plays a part in nurturing and growing volunteers
- Ensure the organisation's staff value volunteers, know about the volunteer's needs, and understand and are knowledgeable about the volunteer roles and what's involved/expected

## Volunteer Managers have the knowledge, skills, and support to manage volunteers well

- Ensure volunteer managers are trained and skilled in supporting and mentoring new volunteers
- Ensure volunteer leaders know what the existing volunteer management processes are
- Keep engaging with volunteers, ensuring they are happy, coping and adding value – addressing any issues on performance and coaching them on how to perform their role
- Understand and communicate the volunteer role. How it will begin, progress and how and when it will finish?
- Empower volunteers to be proactive in certain areas
- Address any big concerns about the role at the start e.g. who will I hand over to? what will happen with the work I've contributed so much to?
- Address behaviour that is unacceptable or when tasks are not being completed as agreed and have systems in place so that volunteers can raise concerns they may have

## Managing volunteers remotely

- Communicate regularly and frequently, matching communication to the volunteer and situation
- Provide speedy responses
- Ensure that volunteers are kept informed of what is happening across the organisation and of any changes

## Practice area four



# Train and grow volunteers

## Principles

1. There is no volunteering activity without leadership and appropriate resourcing.
2. Volunteers are leaders: they are empowered to work independently, make decisions and resolve issues relating to their work.

## Why this practice is important

Training is the process of providing volunteers with the ability to perform successfully in their role. It establishes that there is a minimum competency that all volunteers are expected to obtain. Training gives volunteers the opportunity to grow and fulfill their aspirations. Growth and development is a motivator for many volunteers, strengthening their engagement with their work and the organisation.

## What volunteers need

- To have training that aligns with their aspirations and needs as individuals and to increase satisfaction with volunteering
- To have training delivered in a way that meets their needs
- To have well-structured training, aligned to the role
- To know there are systems, technology, and spaces to facilitate high quality training, and to have a record of training
- To be supported as they grow and develop



## What Good Practice looks like

### Training aligns to the aspiration and needs of volunteers as individuals

- Get to know your volunteers and regularly ask them if there is any training they feel they need
- Meet the volunteer where they are at, recognising the skills and knowledge they bring and that they may not need training
- When difficulties are encountered:
- Spend as much time as required to train the volunteer in the best practice of the role they have taken on
- Ensure additional training isn't seen as a punishment or volunteer 'blamed'
- Ensure there is an internal referral process when someone doesn't meet the criteria

### Training is provided in a way that meets the needs of the volunteer

- Ensure training is relevant to the role to value people's time and mana and what they bring
- Provide an environment with a warm, welcoming, inclusive atmosphere
- Have peer and psychological support available
- Ensure information is accessible for everyone e.g. provide in different languages and formats
- Provide links/networks with other service providers e.g. English language courses or interpreters
- Ensure a range of options are available e.g. peer mentoring, online learning

## Training is well structured and aligned to the role

- Ensure the training function is resourced and the organisation invests in their volunteers' development
- Ensure training is linked to role descriptions and the work the volunteer does
- Have a clear selection criteria for the training with skills assessments
- Have a volunteer training agreement
- Ensure volunteers receive training in the systems and technology they need for their work
- Adapt the training to different learning styles and offer flexible options for learning what they need to know at a pace they are comfortable with
- Make training fun, e.g. use comprehension quizzes to gauge learning/understanding
- Have feedback loops for volunteers to comment on the role and training experience
- Evaluate the training, and ask for volunteer feedback

## Have systems, technology, and spaces to facilitate high quality training

- Have a system for recording and managing training that can keep a track of who has done what e.g. Who has a first aid certificate? When does accreditation expire?
- Use technology to reduce time for learning and administration
- Adopt and use different technology spaces to collaborate and share ideas (e.g. Mural)
- Ensure technology for training is accessible for everyone or provide alternatives
- Ensure spaces are appropriate for the work to be done i.e. enough space, ability to socially distance, physically accessible

## Training is an ongoing process that supports the growth of the volunteer

- Have debrief conversations after training
- Review the fit of person with the role. Does it still work for them and the organisation? If not, consider alternative roles
- Discuss future opportunities with the volunteer. What do they want to do next in their volunteer role or beyond?
- Hold intermittent skills assessments and competency assessments. Check in on job practices and assessment for additional development
- Connect volunteer(s) with a buddy/ network for ongoing support
- Enable participants on training courses to stay connected if they want to

## Practice area five



# Feedback and recognition



## Principles

1. Volunteers give and receive feedback, and receive recognition appropriate to their unique self.
2. The value and impact of volunteer contributions are understood and acknowledged within the organization and communicated to the volunteer.
3. Contributions of volunteers are acknowledged using a range of recognition tools and activities that reflect the needs of the volunteer.

### Why this practice is important

Feedback provides individuals with an opportunity for self-assessment and reflection. Meaningful feedback increases self-esteem and motivates volunteers. Volunteer recognition acknowledges accomplishments, reinforces efforts and is a sign of appreciation.

### What volunteers need

- To know the processes used to recognise volunteers
- To have a range of methods/ options to be recognised
- To communicate their needs and feedback preferences
- To have feedback and recognition tailored to the individual
- To have a broad range of feedback options to match their preferences



## What Good Practice looks like

### Well communicated processes for recognising volunteers

- Ensure there is a process to acknowledge volunteers in a meaningful way e.g. a letter from the CEO or manager to thank them for their service
- Ensure there is a well-articulated 'benefits' package, matching rewards to the volunteers, motivations, and desires.
- Clearly explain recognition and appreciation practices and what's available to new volunteers
- Have a regular review cycle for recognition and appreciation practices – to ensure continuous improvement
- Have easily accessible information explaining the organisation's recognition and appreciation practices
- Have resources for whānau and employers to help them understand the impact of the volunteer's contribution
- Have a volunteer management system that captures contributions and achievement. This can be online, a database or a spreadsheet
- Have training for paid staff /managers on how to recognise and appreciate volunteers, as an expected part of their role

### Have a wide range of methods to recognise volunteers

- Say thank you or give other informal, timely recognition
- Recognise the lived experience of the volunteer – the whole person
- Record their accomplishments, and impact on the organisation and community as well as the hours contributed
- Acknowledge the contribution of the volunteer(s) at regular informal/ social events where everyone from organisation is present (check they wish to be publicly acknowledged)
- Link the volunteer's contribution and achievements to the organisation plan, showing how the volunteer fits into the plan to achieve the mission
- Have Service Recognition for volunteers who like to be recognised for their service
- Seek volunteers' opinions and involve them in reviewing policies/protocols
- Balance tangible and intangible rewards, and formal and informal recognition e.g., recommendation letters and Record of service presented at an event, profiling on social media, LinkedIn recommendation etc.

### Understand the needs and feedback preferences of the individual

- Understand how the volunteer prefers to be recognised
- Work with the volunteer on what motivates them and recognise them in that manner
- Tailor the feedback and recognition to the individual
- Regularly check in with the volunteer to support them and deal with any issues
- • Ensure feedback to volunteers with a disability isn't patronising

### Have a broad range of feedback options to match the preferences of the volunteer

- Know when and how to say a simple thank you
- Use the inspiring connections the organisation could have in the community - e.g. with council, "important people" or other mentors in the community
- Provide collective recognition of the volunteer's group
- Provide ongoing training and development opportunities
- Acknowledge the contribution of the volunteer(s) at regular informal and social events where everyone from organisation is present
- Use performance appraisals to give two-way feedback
- Offer more than one way for the volunteer to give feedback e.g. verbal, online survey method
- Put volunteers forward for community awards
- Provide opportunities for growth, e.g. opportunities to mentor or coach the newer volunteers–

## **Practice area six**



# **Celebrate volunteer impact**

## Principles

1. Volunteer contribution and impact is acknowledged and celebrated in ways that are meaningful to the volunteer.
2. Volunteers impact on the activities of the organisation and their contribution makes a difference.

## Why this practice is important

Volunteer impact is a way to measure the effect that your volunteers have on their community and organisation they serve. Celebrating volunteer impact shows volunteers how their efforts make a meaningful difference. It motivates volunteers to be their best and supports retention.

Volunteer impact data helps to put numerical values on the effectiveness of your volunteers' time and efforts, and it demonstrates the value of the work of volunteers, assisting with applications for funding.

## What volunteers need

- To see the impact of their work inside and outside the organisation
- To know the value of the work of volunteers is measured and reported on



## What Good Practice looks like

### The impact of the work of volunteers is visible inside and outside the organisation

- Ensure volunteer impact is a core part of Board reporting
- Ensure volunteer impact is highlighted and evaluated in the Annual Report
- Ensure senior managers are aware of and communicate the value and impact of volunteers
- Celebrate the contribution and impact of individual volunteers
- Profile volunteers and the impact of their work in newsletters
- Have testimonials and “A day in the life of a volunteer” on the organisation’s website
- Use social media to show video interviews with volunteers talking about their work and motivation to increase the visibility of volunteers and engage the community
- Invite volunteers to present and share their stories at external events e.g. webinars, community meetings

### The value of the work of volunteers is measured and reported on

- Ensure the value of volunteers’ work is measured and included in the organisation’s accounts and annual report
- Budget for the cost of managing volunteers
- Advocate for the budget and costs for managing, training, recognising, supporting and retaining volunteers to be viewed as an investment
- Have a fair and robust volunteer reimbursement policy
- Ensure the organisation recognises the return on investment in training and the growth of volunteer



# Practice area seven



# Exit volunteers



## Principles

1. Relationships are at the heart of volunteer engagement and involvement.
2. Volunteering is a choice, and a volunteer may leave at a time that suits them. This relationship should be maintained even when the volunteer leaves. Exiting is an important part of the volunteer life cycle model.

### Why this practice is important

Exiting is a stage in the volunteer life cycle. Well managed, it is an opportunity to celebrate service and achievements and open the way for further growth within the organisation.

### What volunteers need

- To know they can leave the organisation and will be supported to do this
- To know their succession will be proactively managed
- To have skilled volunteer managers to assist with the transition
- To be kept connected with the organisation if they wish
- If they are asked to leave, that there are good processes in place



## What Good Practice looks like

### Recognise that exiting is a stage in the volunteer life cycle and have policies and practices to manage this

- Map out the volunteer journey from beginning to end in induction manual or process
- Provide for volunteers who wish or need to (for health or other reasons) take a break from volunteering, and allow them to reconnect
- Provide information on exiting practices and expectations
- Follow agreed exit processes
- Ask long-serving volunteers when they leave or retire how they would like to be farewelled
- Hold a farewell celebration or Poroporoaki to acknowledge their contribution
- Thank and recognise those who have supported the volunteer through their service e.g. partner / whānau

### Succession is proactively managed

- Hold succession discussions regularly
- Plan succession for roles where volunteers have a set period to be in a role (e.g. Governance Board)
- Explore and provide new opportunities if a volunteer says they are thinking of leaving
- Plan and coordinate the handover to enable the retention of institutional knowledge and skills

## Volunteer managers are skilled in assisting with the transition

- Ensure lack of discrimination when working with volunteers with a disability
- Work with people to discuss their transition out of the organisation and what this might look like
- Have an off-boarding policy with clear guidelines e.g. for returning equipment, keys etc
- Communicate the exit process and what will happen and why (positively framed)
- Celebrate the contribution of the volunteer and provide feedback and recognition
- Provide a record of service/certificate or reference and be available for referee checks
- Conduct an exit interview or have an online survey and use this feedback to improve the organisation practice
- Identify the role that the departing volunteer might want to have and what that might entail e.g. unofficial ambassador
- Ask the volunteer if and how they'd like to stay in touch with your organisation

## Keeping those leaving connected with the organisation

- Have a path for re-entering the organisation or to become donors, or members
- Offer referrals inter-organisation wide.
- Offer ways to keep connected, e.g. to be a supporter or legacy group or sign up to newsletter, check in after 3-6 months?
- Invite the volunteer to join an alumni group to stay in touch with the organisation e.g. Facebook group
- Invite volunteers to follow organisation's social networks

## When the organisation is exiting the volunteer

- Use the code of conduct as a mechanism for addressing performance issues
- Follow good HR practice: Document, talk and explain, opportunity to comment
- Hold a meeting: Take role description, evidence of incidents, a support person, don't go in on your own. Make it as safe as possible.
- Ask what else could the organisation do to support the volunteer?
- Plan and coordinate the handover to enable the retention of institutional knowledge and skills
- Arrange a handover of tools, equipment access cards/keys and ensure IT access is closed off
- Encourage the volunteer to complete an online survey tool to learn how to improve the volunteer experience
- Acknowledge and thank the volunteer for their time and service

# Appendix 1: The development of the Guidelines

## Development and design process

The Guidelines were developed by Volunteering New Zealand | Tūao Aotearoa in collaboration with the community sector. The project and design process has been iterative, with next steps dictated by what we learnt at the step before. The guidelines draw on the experience and wisdom of volunteers and sector leaders across Aotearoa, with open invitations for participation at multiple stages.

Steps in the process included:

- An initial research report identified relevant practice areas, and key recommendations for revised guidelines
- Reviewing practice frameworks and international examples of existing best practice and resources
- Volunteer Managers' survey with over 400 respondents from a huge range of organisations across the motu
- An advisory group supported our process and development of the guidelines
- Testing the proposed key practice areas, including by survey and with leaders from the Volunteer Centre Network
- Over 50 people participated across seven co-design workshops for each practice areas
- Each co-design workshop identified what volunteers need, key principles, and what good practice looks like
- The Guidelines were then drafted and extensively peer reviewed
- Volunteering New Zealand's Ohu Tikanga and Kaitiaki Evelyn Tobin provided guidance throughout the development process

## Appendix 2: Contributors

We are grateful for the expertise and generosity of the following individuals

<b>Sudha Bhana</b>	<b>Chairperson</b> Volunteering New Zealand   Tūao Aotearoa
<b>Lindy Lely Kawharu</b>	<b>Deputy Chairperson</b> Volunteering New Zealand   Tūao Aotearoa
<b>Carolyn Tapley</b>	<b>Board Member</b> Pacifica, Volunteering New Zealand   Tūao Aotearoa
<b>Misty Sansom</b>	<b>Board Member</b> Māori, Volunteering New Zealand   Tūao Aotearoa
<b>Debbie Gee</b>	<b>Board Member</b> Volunteering New Zealand   Tūao Aotearoa
<b>Karmin Mudaly</b>	<b>Board Member</b> Volunteering New Zealand   Tūao Aotearoa
<b>Donald McIntosh</b>	<b>Board Member</b> Youth, Volunteering New Zealand   Tūao Aotearoa
<b>Brayden Smith</b>	<b>Treasurer</b> Volunteering New Zealand   Tūao Aotearoa
<b>Ethan Tauevihi-Kahika</b>	<b>Board Member</b> Volunteering New Zealand   Tūao Aotearoa
<b>Evelyn Tobin</b>	<b>Kaitiaki</b> Volunteering New Zealand   Tūao Aotearoa
<b>Michelle Kitney</b>	<b>Chief Executive</b> Volunteering New Zealand   Tūao Aotearoa
<b>Heidi Quinn</b>	<b>Volunteer Management Lead</b> Volunteering New Zealand   Tūao Aotearoa
<b>Margaret McLachlan</b>	<b>Communications Manager</b> Volunteering New Zealand   Tūao Aotearoa
<b>Bryony Rangimaria Moses</b>	<b>Researcher</b> Volunteering New Zealand   Tūao Aotearoa
<b>Johann Go</b>	<b>Director of Research</b> Volunteering New Zealand   Tūao Aotearoa

<b>Alison Marshall</b>	<b>Manager</b> Volunteer Canterbury
<b>Dellwyn Moylan</b>	<b>Manager</b> Volunteering Mid and South Canterbury
<b>Jenny Greaves</b>	<b>Manager</b> Gisborne Volunteer Centre
<b>Gillian White</b>	<b>Manager</b> Volunteer South
<b>Meg Martin</b>	<b>Manager</b> Volunteering Marlborough
<b>Cheryll Martin</b>	<b>General Manager</b> Volunteering Auckland
<b>Chris Atkinson</b>	<b>Manager</b> Volunteering Waikato
<b>Emma Newman</b>	Volunteering Waikato
<b>Birgit Grafarend-Watungwa</b>	Executive Director, HOST International
<b>Giselle Iradukunda</b>	HOST International
<b>Stephanie Oh</b>	HOST International
<b>Juan Isaza</b>	HOST International
<b>Roshan Patel</b>	Co-design practice lead
<b>Steve Collier</b>	MotorsportNZ
<b>Margaret Metcalfe</b>	Department of Conservation   Te Papa Atawhai
<b>Alice Mander</b>	Disability and Youth engagement specialist
<b>Lauren DeWhirst</b>	Accessibility and inclusion advocate
<b>Dawn Marshall Smith</b>	Ministry of Ethnic Communities
<b>Dina Dosmukhambetova</b>	Fire & Emergency New Zealand
<b>Ryley Webster</b>	Fire & Emergency New Zealand
<b>Jon Kneebone</b>	Fire & Emergency New Zealand

**We are grateful for the input of our advisory group, established at the start of our programme of work:**

<b>Name</b>	<b>Organisation</b>
<b>Don Wallace</b>	Amateur Radio Emergency Communications
<b>Jennie Murie</b>	Netball NZ
<b>Ellie Young</b>	Volunteer Nelson
<b>Maia Faulkner</b>	The Puhinui Homes Trust
<b>Nita Selena</b>	Department of Internal Affairs
<b>Sakhr Munassar</b>	Hui E! Community Aotearoa.

**Over fifty people participated in the co-design workshops:**

<b>Aileen Davidson</b>	Individual
<b>Alison Marshall</b>	Volunteering Canterbury
<b>Anna Winn</b>	Multiples NZ
<b>Belinda Barrett-Walker</b>	Christchurch City Council
<b>Beryl Bowers</b>	Individual
<b>Beth Jobin</b>	New Zealand National Fieldays Society
<b>Birgit Grafarend-Watungwa</b>	Host International
<b>Carolyn Tapley</b>	Broadbase
<b>Cathy Aiavao</b>	Youthline
<b>Chanelle Clinton</b>	Auckland University
<b>Chris Atkinson</b>	Volunteering Waikato
<b>Dante Dawes</b>	Youth Working Group, Volunteering New Zealand
<b>Dawn Marshall Smith</b>	Ethnic Communities
<b>Dellwyn Moylan</b>	Volunteering Mid and South Canterbury
<b>Derek Craig</b>	Kaipatiki Project
<b>Ellie Young</b>	Volunteer Nelson
<b>Emah Butler</b>	Age Concern
<b>Emma Newman</b>	Volunteering Waikato
<b>Fernanda Vivar</b>	Hato Hone – St John
<b>Genevieve Kayembe N.</b>	Waitemata District Health Board
<b>Haidee Woods</b>	Volunteering Mid and South Canterbury

<b>Helen Howard</b>	Sustainable Napier
<b>Jane Scripps</b>	Northland Community Foundation
<b>Jessica Parr</b>	Hato Hone – St John
<b>Jon Kneebone</b>	Fire Emergency New Zealand
<b>Julie Haggie</b>	Transparency International New Zealand
<b>Karyn Teddy</b>	Department of Corrections
<b>Kate Aplin</b>	Volunteer Central
<b>Katy Rowden</b>	Good Bitches Baking
<b>Kelly Tangaroa</b>	Department of Corrections
<b>Kirsten Blyde</b>	Age Concern Wellington
<b>Lian Buckett</b>	Maunga Trust
<b>Lindy Lelij</b>	Board member of Volunteering New Zealand
<b>Lisa McGonigle</b>	SPCA
<b>Louise Rees</b>	Age Concern
<b>Manuela Fletcher</b>	Zealandia Ecosanctuary
<b>Maree Clarkin</b>	NZ Blood
<b>Mary Curnow</b>	Victim Support
<b>Natasha Meynell</b>	Good Bitches Baking
<b>Neha Gosalia</b>	Volunteer South
<b>Nita Selena</b>	Department of Internal Affairs
<b>Paula Beilby</b>	Social Link
<b>Peter Claman</b>	Volunteer South
<b>Reshma Mala</b>	Department of Corrections
<b>Rich Easton</b>	Volunteering Auckland
<b>Ron Rowe</b>	Sector advocate
<b>Roslyn Hefford</b>	Department of Corrections
<b>Ryley Webster</b>	Fire Emergency New Zealand
<b>Sakhr Munassar</b>	Hui E!
<b>Sudha Bhana</b>	Cancer Society
<b>Sze-En Watts</b>	Otago University
<b>Tania Jones</b>	Clear Thinking Coaching
<b>Tracy Ward</b>	Volunteer Wellington
<b>Wendy Becker</b>	SuperGrans



**We also heard from people from over 200 organisations during this process of developing these frameworks including:**

Organisation Title	Location of participant
Abajong Association	Nationwide/Various Locations
Age Concern Aotearoa	Nationwide/Various Locations
Age Concern Waikato	Waikato/Bay of Plenty
Lions Clubs	Nationwide/Various Locations
Age Concern Horowhenua	Manawatu/Whanganui/Horowhenua
Age Concern New Zealand	Nationwide/Various Locations
Age Concern Otago	Southland
Age Concern Wairarapa	Greater Wellington/Wairarapa
Age Concern Whanganui	Manawatu/Whanganui/Horowhenua
Alandale Associates	Waikato/Bay of Plenty
Albertland Heritage Museum	Auckland
Alzheimers Tauranga	Waikato/Bay of Plenty
Amitabha Hospice Service	Auckland
Amnesty International	Nationwide/Various Locations
Anglican Elder Care Groups	Canterbury
Anxiety New Zealand Trust	Auckland
AREC	Nationwide/Various Locations
Auckland Council	Auckland
Be Heard Children's Counselling	National
Big Brothers Big Sisters	Hawkes Bay
Blind Low Vision New Zealand	Nationwide/Various Locations
Bromley Community Centre	Canterbury
Cancer Society	Taranaki/King Country
Cancer Society	Tairāwhiti/Gisborne, Taranaki/King Country, Hawkes Bay Manawatu
Cancer Society	Nationwide/Various Locations
Cancer Society Auckland-Northland	Nationwide/Various Locations
Chitty	Nationwide/Various Locations

<b>Christchurch City Council Graffiti Programme</b>	Canterbury
<b>Citizens Advice Bureau</b>	Nationwide/Various Locations
<b>Citizens Advice Bureau Lower Hutt</b>	Greater Wellington/Wairarapa
<b>Citizens Advice Bureau Napier</b>	Nationwide/Various Locations
<b>Citizens Advice Bureau Otepoti \l Dunedin</b>	Southland
<b>Coast Access Radio</b>	Manawatu/Whanganui/Horowhenua Greater Wellington/Wairarapa
<b>Coastguard Auckland</b>	Auckland
<b>Coastguard New Zealand</b>	Canterbury, West Coast
<b>Coastguard Whanganui</b>	Manawatu/Whanganui/Horowhenua
<b>Community Connections</b>	Greater Wellington/Wairarapa
<b>Community Legal Advice Whanganui</b>	Manawatu/Whanganui/Horowhenua
<b>Community Patrol New Zealand</b>	Nationwide/Various Locations
<b>Compassion Soup Kitchen</b>	Greater Wellington/Wairarapa
<b>Cycling Without Age Napier</b>	Hawkes Bay
<b>Department of Corrections</b>	Nationwide/Various Locations
<b>Department of Corrections</b>	Waikato/Bay of Plenty
<b>Department of Corrections</b>	Northland
<b>Department of Corrections</b>	Manawatu/Whanganui/Horowhenua
<b>Dunedin Community Transport Trust</b>	Southland
<b>Earth Gardens Charitable Trust</b>	Hawkes Bay
<b>EcoMatters Environment Trust</b>	Auckland
<b>English Language Partners Hawke's Bay</b>	Hawkes Bay
<b>Family Store Salvation Army</b>	Nationwide/Various Locations
<b>FOOSP</b>	Greater Wellington/Wairarapa
<b>Forest and Bird Hastings</b>	Hawkes Bay
<b>Foster Hope Otago</b>	Southland
<b>Gisborne Community Committee of BLVNZ</b>	Tairāwhiti/Gisborne
<b>Gisborne Volunteer Centre</b>	Tairāwhiti/Gisborne

<b>Gisborne Volunteer Centre</b>	Tairāwhiti/Gisborne
<b>Gizzy Kai Rescue Charitable Trust</b>	Tairāwhiti/Gisborne
<b>Global Voluntary Development Association</b>	Nationwide/Various Locations
<b>GoEco</b>	Waikato/Bay of Plenty
<b>Good seed trust</b>	Auckland
<b>Growing Through Grief</b>	Hawkes Bay
<b>Growing Through Grief/Anglican Care Waiapu</b>	Hawkes Bay
<b>GymCity Papatoetoe</b>	Auckland
<b>Hamilton City Council - Parks &amp; Recreation – Natural Areas</b>	Waikato/Bay of Plenty
<b>Hato Hone – St John</b>	Nationwide/Various Locations
<b>Hato Hone – St John Northland</b>	Northland
<b>Hawke's Bay Airport</b>	Hawkes Bay
<b>HB Cancer Society</b>	Hawkes Bay
<b>health and community wellbeing</b>	Nationwide/Various Locations
<b>Heretaunga Women's Centre</b>	Hawkes Bay
<b>Hikuai District Trust</b>	Waikato/Bay of Plenty
<b>Home4All</b>	Greater Wellington/Wairarapa
<b>Hospice Canterbury</b>	Canterbury
<b>Hospice Tairāwhiti</b>	Tairāwhiti/Gisborne
<b>IHC</b>	Nationwide/Various Locations
<b>Insight Endometriosis</b>	Waikato/Bay of Plenty
<b>Iwi</b>	Manawatu/Whanganui/Horowhenua
<b>Jubilee SuperGrans Ltd</b>	Southland
<b>Kaipatiki Project</b>	Auckland
<b>Kapiti Impact Trust</b>	Greater Wellington/Wairarapa
<b>LandSAR</b>	Southland
<b>Lifeline Aotearoa</b>	Nationwide/Various Locations
<b>Lions Clubs International</b>	Nationwide/Various Locations

<b>Literacy Aotearoa</b>	Nationwide/Various Locations
<b>Lytton High School</b>	Tairāwhiti/Gisborne
<b>Make A Wish New Zealand</b>	Nationwide/Various Locations
<b>Manaaki Tangata Victim Support</b>	Nationwide/Various Locations
<b>Mary Potter Hospice</b>	Greater Wellington/Wairarapa
<b>MASH trust</b>	Manawatu/Whanganui/Horowhenua
<b>Mates4Life</b>	Hawkes Bay
<b>MentorED Charitable Trust</b>	Manawatu/Whanganui/Horowhenua
<b>Ministry for Primary Industries</b>	Southland
<b>MotorSport New Zealand</b>	Nationwide/Various Locations
<b>Moziartz Universe</b>	Canterbury
<b>Mt Aspiring College (Students in the Community programme)</b>	Wānaka
<b>Napier Family Centre</b>	Hawkes Bay
<b>Napier SPCA Op Shop</b>	Nationwide/Various Locations
<b>Nelson Environment Centre</b>	Nelson/Marlborough
<b>Nelson Tasman Hospice</b>	Nelson/Marlborough
<b>Netball New Zealand</b>	Nationwide/Various Locations
<b>Neurological Foundation</b>	Nationwide/Various Locations
<b>New Beginnings Opp shop</b>	Auckland
<b>North Haven Hospice</b>	Northland
<b>Northcote Intermediate</b>	Auckland
<b>Nourished for Nil</b>	Hawkes Bay
<b>NZSAR Secretariat</b>	Nationwide/Various Locations
<b>One Mother to Another</b>	Canterbury
<b>Opotiki Museum</b>	Waikato/Bay of Plenty
<b>Palmerston North City Library – Home Service</b>	Manawatu/Whanganui/Horowhenua
<b>Pest Free Piha</b>	Auckland
<b>Picton Maritime Festival Trust and Picton Christmas Parade</b>	Nelson/Marlborough
<b>Pit Park People Society Inc.</b>	Manawatu/Whanganui/Horowhenua

<b>Plant to Plate Aotearoa</b>	Manawatu/Whanganui/Horowhenua
<b>Poututerangi Marae</b>	Waikato/Bay of Plenty
<b>Pregnancy Help</b>	Taranaki/King Country
<b>Presbyterian Support</b>	Canterbury, Nelson Marlborough, West Coast
<b>Presbyterian Support Otago</b>	Otago
<b>Radio Control 99.4FM</b>	Manawatu/Whanganui/Horowhenua
<b>Rebus Club</b>	Hawkes Bay
<b>Rerenga Awa I Canterbury Youth Workers Collective</b>	Canterbury
<b>Re-Source</b>	Hawkes Bay
<b>Royal New Zealand Coastguard Inc</b>	Nationwide/Various Locations
<b>Salvation Army</b>	Tairāwhiti/Gisborne
<b>Salvation Army Family Store</b>	Tairāwhiti/Gisborne
<b>samaritans of horowhenua</b>	Manawatu/Whanganui/Horowhenua
<b>Sanctuary Mountain Maungatautari</b>	Waikato/Bay of Plenty
<b>Silas House</b>	Nelson/Marlborough
<b>Social Impact Studio, University of Otago</b>	
<b>SPCA</b>	Nationwide/Various Locations
<b>SPCA Op shops</b>	Tairāwhiti/Gisborne
<b>Special Olympics New Zealand</b>	Nationwide/Various Locations
<b>Special Olympics Canterbury Charitable Trust</b>	Canterbury
<b>Student Volunteer Army</b>	Nationwide/Various Locations
<b>SuperGrans Manawatu</b>	Manawatu/Whanganui/Horowhenua
<b>SuperGrans Tairāwhiti Trust</b>	Tairāwhiti/Gisborne
<b>Sweet Louise</b>	Nationwide/Various Locations
<b>PACIFICA Inc</b>	Nationwide/Various Locations
<b>Tamaki Estuary Protection Society</b>	Auckland
<b>Tasman Environmental Trust</b>	Nelson/Marlborough
<b>Taupo Community Gardens</b>	Waikato/Bay of Plenty
<b>Te Atatu Glendene Community Patrol</b>	Auckland

<b>Te Kākano Aotearoa Trust</b>	
<b>Te Kauwhata Community House</b>	Waikato/Bay of Plenty
<b>Te Whakaritorito Trust</b>	Hawkes Bay
<b>Te Whare Aitu Trust</b>	Auckland
<b>Te Whare Whanau Purotu Maori Womens Refuge</b>	Hawkes Bay
<b>Te Whatu Ora - Waikato</b>	Waikato/Bay of Plenty
<b>The Koha hed</b>	Manawatu/Whanganui/Horowhenua
<b>The Motorsport Club</b>	Auckland
<b>The Paul Hunter Centre Incorporated</b>	Hawkes Bay
<b>The Salvation Army Family Stores</b>	Hawkes Bay
<b>The Wheelhouse</b>	Taranaki/King Country
<b>The Whitireia Foundation</b>	Greater Wellington/Wairarapa
<b>Turangi Land Search and Rescue Incorporated</b>	Waikato/Bay of Plenty
<b>UC Student Volunteer Army</b>	Canterbury
<b>United Fire Brigades Association of New Zealand (inc)</b>	Nationwide/Various Locations
<b>Visionwest Community Trust</b>	Nationwide/Various Locations
<b>Volunteer South</b>	Southland
<b>Volunteer Stroke Scheme</b>	Auckland
<b>Volunteering Bay of Plenty</b>	Waikato/Bay of Plenty
<b>Volunteering Canterbury</b>	Canterbury
<b>Volunteering Hawkes Bay</b>	Hawkes Bay
<b>Volunteering Mid &amp; South Canterbury</b>	Nationwide/Various Locations
<b>Volunteering Waikato</b>	Waikato/Bay of Plenty
<b>Volunteering Wairarapa</b>	Greater Wellington/Wairarapa
<b>Wellington Hospitals Foundation</b>	Greater Wellington/Wairarapa
<b>Wellington Riding for Disabled</b>	Greater Wellington/Wairarapa
<b>West Auckland Budget Service</b>	Auckland
<b>Whānau Āwhina Plunket</b>	Nationwide/Various Locations

<b>Whatunga Tūao Volunteer Central</b>	Manawatu/Whanganui/Horowhenua
<b>WORD Christchurch</b>	Canterbury
<b>Waiheke Resources Trust</b>	Auckland
<b>Yellow Brick Road</b>	Canterbury
<b>Youth Arts New Zealand</b>	Auckland
<b>Youthline Wellington</b>	Greater Wellington/Wairarapa
<b>Zealandia Te Māra a Tāne</b>	Greater Wellington/Wairarapa
<b>Zero Waste Otaki</b>	Greater Wellington/Wairarapa

## Directory of resources

 <p><b>Practice Area one</b> Recruit and engage volunteers</p>	<ul style="list-style-type: none"> <li>• <a href="#">Advertise volunteer roles</a></li> <li>• <a href="#">Vetting and background checks</a></li> <li>• <a href="#">Volunteer recruitment resource</a></li> <li>• <a href="#">Strategies for volunteer recruitment</a></li> </ul>
 <p><b>Practice area two</b> Welcome and onboard volunteers</p>	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> <li>• <a href="#">Create an inclusive volunteering environment</a></li> <li>• <a href="#">Inducting volunteers</a></li> <li>• <a href="#">Prepare volunteers for success</a></li> <li>• <a href="#">Inclusive volunteering with recent migrants</a></li> </ul>
 <p><b>Practice area three</b> Volunteer, support, leadership and management</p>	<ul style="list-style-type: none"> <li>• <a href="#">Volunteer payments and expenses</a></li> <li>• <a href="#">Volunteers and the law</a></li> <li>• <a href="#">Checklist on Managing Volunteers</a></li> <li>• <a href="#">Competencies for volunteer leaders</a></li> </ul>
 <p><b>Practice area four</b> Train and grow volunteers</p>	<ul style="list-style-type: none"> <li>• <a href="#">Successful volunteer training</a></li> <li>• <a href="#">GIVERS Framework</a></li> <li>• <a href="#">Developing volunteers</a></li> <li>• <a href="#">Training that helps volunteer retention</a></li> </ul>
 <p><b>Practice area five</b> Feedback and recognition</p>	<ul style="list-style-type: none"> <li>• <a href="#">How to create a volunteer recognition programme</a></li> <li>• <a href="#">Volunteer recognition and appreciation tip sheet</a></li> <li>• <a href="#">101 Ways to Recognise your Volunteers</a></li> <li>• <a href="#">Volunteer appreciation</a></li> </ul>





**Practice area six**  
**Celebrating**  
**volunteer impact**

- [VNZ 15 ways to celebrate National Volunteer Week](#)
- [Measuring volunteer impact](#)
- [How to measure volunteer impact](#)



**Practice area seven**  
**Exit volunteers**

- [Tips for exiting a volunteer](#)
- [Sample Exit Interview](#)
- [An introduction to evaluation](#)