HALO WHAKATĀNE | AMAIA WHAKATANE

VOLUNTER RECRUITMENT, RETENTION AND TRAINING STRATEGIC PLAN 2019 – 2025

KEI TE PARIRAU TE TIEKE! THE TIEKE IS IN FLIGHT



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INTRODUCTION

In the quiet hours when we are alone and there is nobody to tell us what fine fellows we are, we come sometimes upon a moment in which we wonder, not how much money we are earning, nor how famous we have become, but what good we are doing. A.A. Milne

Volunteers are integral to the work of HALO Whakatāne. The organisation was founded by volunteers and its governance has and continues to be guided by the work of volunteers.

Our volunteers bring a community perspective to our work and help HALO contribute to, and play a meaningful part to the development of community engagement, education and advocacy.

The more connected to a community people feel, the more likely they are to take responsibility for the community and feel pride and a sense of commitment. Mobilizing community resources and expanding capacity through volunteers also enhances HALO's general profile, which can attract more volunteers, program participants, and funds.

They also bring additional resources, skills, expertise, enthusiasm and passion for the work of HALO. In short, involving volunteers helps HALO extend its resources to meet its aims and objectives.

Traditionally, volunteering has been seen as a gift of time. Now we recognise that for volunteering to be successful, it has to be mutually beneficial. Increasingly, volunteering for HALO has been a route for people, and in particular, young people, to acquire the skills and experience to enable them to gain employment.

This plan not only highlights the importance of long term volunteers, but recognises the need for short term/one off volunteers to assist with single events or 'muck in' days. Some people may not have the time to volunteer regularly, but are willing to commit to a few hours or a day's work.

Locally businesses, organisations and HALO partners volunteer staff time to undertake activities like trap building, tree planting, advocacy and more.

Other reasons our volunteers have joined our team are:

- To help save our national taonga species such as tieke and other native birds
- Exercise/keeping fit
- · Being outdoors
- Making new friends
- Building self-confidence.
- Having a sense of well-being and connectedness to others and the environment.
- Gaining personal growth.
- Fighting boredom.
- Establishing a new direction in life.
- Giving something back to the community.
- Sharing talents, abilities, and experiences.
- Learning new skills.
- Gaining training.
- Feeling needed, useful, and appreciated.
- Having fun and enjoying themselves
- Organisation team building



Halo Whakatāne Kaitiaki Kadets, trap clearing training day – Ōhiwa Harbourside Walkway.

Aim and purpose of the plan

This Volunteer Plan aims to align with the wider HALO Strategic Plan, 2019 -2025. It also supports HALO's vision, and Mission Statement.

HALO Whakatāne Vision:

An unfenced sanctuary in the heart of the Eastern Bay of Plenty.

Mission Statement:

A collaborative management style, one of nga mahi tahi – working together as one – emanates HALO Whakatāne, a community led initiative.

HALO Whakatāne is founded on the premise that we can do more together than apart. By combining talents and resources, building relationships, and connecting people, we are empowered and enabled.

This plan also aims to set out our vision for volunteering and how we aim to achieve this. The key themes are:

WORKING TOGETHER

 Halo Whakatane a kaupapa to support communities protecting nature in our backyard

BUILDING RANGATAHI (YOUTH), SKILLS AND CAPABILITIES

• Students connect with the Eastern Bay environment, their back yard, and are empowered and encouraged to look after it.

ERADICATING TARGET PEST SPECIES

 The potential is to significantly increase community efforts to REMOVE target pest species and PROTECT our unique wildlife, contributing to Predator Free 2050

HALO's wider strategic objectives:

RESPECT (MANAAKI)

Community strengths are catalysed and built on. All elements of our natural environment have been embraced, while working together toward a common kaupapa

ENHANCE (WHAKAREINGA)

Participation in events builds cohesion, a sense of identity, connection and pride of place where our community culture protects and cultivates the natural environment through experiences, education and Kaitiakitanga (guardianship).

RESTORE (WHAKHOU)

The natural balance in the Eastern Bay environment is restored, creating a resilient and thriving ecosystem.

HALO RESPONSIBILITIES TO PROJECT VOLUNTEERS

HALO Whakatāne (HALO) will treat all volunteers with respect and value them as individuals contributing to help us achieve our project vision and objectives.

We recognise that volunteers are not unpaid staff but people making a valuable and complementary contribution to our work and everyone's environment.

We will provide a safe working environment for all volunteers and will seek to train and educate volunteers to levels suitable for their role whilst on activities.

HALO will involve volunteers in several roles:

- Trustees undertaking policy governance.
- Key Volunteers working under staff management to achieve a strategic objective or output.
- Key Volunteers working on defined aspects of a specific project.
- Community Igniters working with task specific teams, i.e. urban trappers, community engagement and Kaitiaki Kadets.
- Volunteers participating in HALO's general activities.
- One off volunteers, which although they cannot volunteer regularly, can assist with single events or working bees.
- Skill Set volunteers willing to donate their time undertaking roles that relate to their profession, i.e. accountants, marketing etc.

Each role has a similar but distinct support system. The support and management provided is in proportion to the commitment demonstrated by the volunteer and suitable for the role undertaken.



Whakatāne Harbour Care Group

RECRUITMENT

HALO recognises that there are many valuable community groups trying to engage with volunteers. For this reason HALO not only wishes to ensure that volunteers play a role towards our kaupapa, but are made aware of other groups that could benefit from additional volunteer skills and commitment.

To ensure that recruitment and the ongoing support given to volunteers within the organisation is carried out to recognised best practice, staff and volunteers involved in volunteer management and co-ordination are required to attend HALO's In-House training and volunteer induction. This introduction provides an understanding of volunteer motivations and outlines the resources that are used to recruit and support volunteers. These resources include the volunteer policy, HALO's Health and Safety Management Plan, HALO's standard operating procedures manual, volunteer role descriptions, volunteer registration form, Volunteer induction and training checklist, Volunteer agreement and local best practice.

HALO aims to maximise the potential to involve volunteers at all levels within the organisation, to strengthen and extend relationships with community and local groups and to engage with new and diverse audiences.

Recruitment Process

- The recruitment of volunteers should, as a general principle and where possible, be based on the operational needs of HALO and its capacity to effectively manage the volunteer workforce. This will require the application of workforce planning to the volunteer scheme. It is proposed that this is undertaken by the Volunteer Coordinator (to be appointed) in conjunction with other staff.
- 2. The volunteer recruitment process is important not only in relation to identifying good quality volunteers but because it will create a lasting impression. This is both in terms of the impression they form about the quality of the organisation they are applying to join as well as expectations they develop about their future work with HALO.
- 3. In order to achieve consistency, it is proposed that the Volunteer Co-ordinator (to be appointed) should deal with all volunteer applications, involving other community igniters in the process, as appropriate. This would depend on the individual's expression of interest in a particular area(s) of work. There is a standard volunteer application form that asks for relevant information for the role.
- 4. In all cases, potential volunteers will meet with the Volunteer Coordinator (to be appointed). This meeting should explore reasons for volunteering, the level of interest, the person's expectations and so on.
- 5. Following on from the interview, arrangements will be made for the new volunteer to experience a 'taster day', volunteering in their chosen work situation. The purpose of this would be to give the volunteer the opportunity to see if their expectations are in line with reality and for the relevant community igniter to assess the volunteer.
- 6. In the event that it is agreed to continue with the application, arrangements would be made to set induction and working and arrangements. A date would also be set for a review of the volunteer's progress by the Volunteer Co-ordinator.

- 7. HALO's Website is a major source of information for potential volunteers and this should be updated to reflect changes and the need for volunteers.
- 8. "Word of mouth". Volunteers attracting volunteers. When you have a successful happy group of volunteers, they are going to tell their friends and encourage them to become volunteers.

ACTION 1	Work with Governance Committee to identify and provide a range of volunteer opportunities for active volunteer input to the project. Action by: Volunteer Coordinator or Community Igniter By when: Ongoing
Action 2	Compile a catalogue of 'short term' activities for those people unable to volunteer on a regular bases. Action by: Volunteer Coordinator or Community Igniter By when: Ongoing
Action 3	Compile a catalogue of activities for children that have undertaken the Kaitiaki Kadets programme and are keen to continue the experience by helping HALO, either at school, at home or in the field. Action by: Volunteer Coordinator or Community Igniter By when: Ongoing
Action 4	Ensure that all volunteer enquiries receive an acknowledgement within 24 hours and further communication regarding the registration process within 7 days. Action by: Volunteer Coordinator or Community Igniter By when: Ongoing
action 5	As required advertise volunteer opportunities, including providing volunteer pamphlets at events Action by: Volunteer Coordinator or Community Igniter By when: As required
action 6	Hold monthly 'meet and greet' coffee mornings with potential volunteers to assess ways in which they are willing to help and also their ability to fulfil those roles. Action by: Volunteer Coordinator or Community Igniter By when: Ongoing
action 7:	Provide list of volunteer role descriptions to potential volunteers and update 6 monthly Action by: Volunteer Coordinator or Community Igniter By when: Ongoing

RETENTION

A key factor to ensure volunteers remain engaged and involved in HALO is by ensuring that they have a positive experience and feel part of a worthwhile cause. Communicating with volunteers and providing feedback are integral to this, as is ensuring that volunteers feel their contribution is valued.

The process of knowing what motivates our volunteers and using that knowledge to recognise them appropriately will assist in retention. Volunteer roles within HALO become part of a long-term volunteer's identity. Changes to roles must be therefore be handled with sensitivity.

Retention Strategies

As difficult as it may seem, it is extremely important to know all HALO volunteers and, of course, their names and areas in which they work.

Involve volunteers in change as much as possible by having them help with new ideas and/or policies.

Have a monthly volunteer welcome 'Meet & Greet 'and group orientation sessions to allow new volunteers some time to "bond" with other new volunteers, providing an early sense of belonging.

Integrating new volunteers to the project is crucial to volunteer retention. The process should include:

- Making them feel welcome, special, and appreciated.
- · Sending volunteers thank you cards is an excellent morale booster.
- Discovering and investigating their interests, motives for volunteering, and expectations from their volunteer experience and organisation.
- Offering choices in volunteer placement.
- Brief volunteers on the organisation's mission, goals, key people involved, and facilities.
- Outlining specific roles and responsibilities. Role descriptions should clearly define responsibilities.
- · Engaging in personal development and training.
- Community igniters hold quarterly meetings with teams to ensure the flow of information.
- Having members call new volunteers to welcome them to volunteer functions.
- Providing a "buddy system" for support.
- Providing an annual reorientation for all volunteers.
- Recognising and encouraging potential leaders to take a more active role.
- Dealing with ways to avoid volunteer burnout.
- Regularly acknowledge the contribution that volunteers make to the work of HALO.
- Providing exit interviews of volunteers who discontinue service.

Communicating and Consulting with Volunteers

Volunteers are an integral part of HALO's workforce and as such need to be informed of HALO news and developments. Their views are also important when planning changes and/or developments. News and general information should be communicated to volunteers through emails and a HALO Newsletter. When views are sought on issues pertaining to HALO policy and development, volunteers will be invited to comment.

The issue of communication in relation to HALO's work with volunteers is important for many reasons. Volunteers need to know that the work they are undertaking is worthwhile, be kept aware of developments in the volunteer scheme, and develop their understanding of important issues for HALO and to find out what volunteers within other parts of the project do. Some volunteers work in remote situations, both in terms of location and with regard to HALO. It is also important that HALO partners and trustees are kept aware of the volume and scope of work that volunteers undertake on their behalf.

Summary checklist for recruiting and retaining volunteers

- Evaluate where HALO needs volunteers and what opportunities it can offer.
- Evaluate the number of volunteers needed and the time commitment required.
- Be flexible and open minded and think outside the box.
- Induct volunteers into their new roles, providing support and feedback regularly.
- Involve volunteers in team meetings and in all matters that affect them.
- Provide opportunities for training.
- Manage, support, and evaluate performances.
- · Reward and recognise volunteers appropriately.
- Make adjustments in volunteer opportunities and programs, as needed.
- Review recruitment strategies and checklist regularly.



Otamakaokao Kaitiaki Trust wetland planting – Awatapu Lagoon

ACTION 1	Provide a range of opportunities for active volunteers input to the project.
	Action by: Volunteer Coordinator or Community Igniter
	By when: Ongoing
ACTION 2	Prepare a calendar of volunteer events for the year. Identify and incorporate events led by other active community conservation groups in the Eastern Bay of Plenty.
	Action by: Volunteer Coordinator or Community Igniter
	By when: Annually
Action 3	Ensure volunteer teams meet on a regular (minimum ¼ly basis) and flow of information between teams and up the line.
	Action by: Volunteer Coordinator or Community Igniter
	By when: On going
ACTION 4	Facilitate Community Igniters (kindling) Meetings bi-monthly
	Action by: Volunteer Coordinator or Lead Community Igniter
	By when: On going
action 5	Prepare regular news updates and information for volunteers for inclusion in HALO newsletters.
	Action by: Volunteer Coordinator or Community Igniter
	By when: Ongoing
Action 6	Organise two volunteer events, at least, per annum, i.e. Community/Trappers Dinner & Christmas Function.
	Action by: Volunteer Coordinator or Community Igniter supported by a sub-committee of Trustees
	By when: Annually
Action 7:	Ensure Facebook page is keep up to date to allow volunteers an additional means of engaging with project news and events
	Action by: Community Igniter
	By when: On going

TRAiNing

All volunteers should have access to appropriate training to enable them to operate safely and effectively. This needs to target those volunteers who have demonstrated a commitment over a period of time and are therefore likely to make good use of it on behalf of HALO. This would have the effect of rewarding those volunteers.

The level of training required by a volunteer will depend entirely upon the role they will be undertaking on behalf of HALO. In some cases, this can appropriately be delivered informally, on site, by the community igniter. In other cases, whereby a higher level of training is required and prior to such training, volunteers would be able to go out with staff or experienced trained volunteers in order to learn about the practicalities of the role.

As a volunteer develops and demonstrates their commitment to the role, so the level of training offered should increase. As their level of training and experience develop so can their level of responsibility.

Furthermore as volunteers become more experienced and take on extra roles additional training may be required and should be made available, ensuring that those volunteers gain the necessary certification.

It is proposed that wherever possible volunteer training events should be open to volunteers from across the scheme. This would provide opportunities for volunteers working in different parts of HALO to come together, standardise training and maximise uptake.

Training is a key to retaining volunteers and is directly linked to job satisfaction. Volunteers should participate in:

- Orientation and induction of new volunteers (community igniters)
- Evaluations to insure the volunteer and role are compatible.
- Immediate and adequate training in the role they have chosen/been tasked.
- Educational sessions at volunteer meetings, specific workshops (i.e. first aid, trap building and maintenance, surveys) or conferences.
- Personal induction with community igniter on role related tasks.
- One on one mentoring with experienced volunteer for as long as the new volunteer feels it is needed.



Kaitiaki Kadet First Aid training 2019

Induction

All volunteers would undergo a common induction process covering information about the roles and responsibilities of HALO, the volunteer scheme and the particular parts of community engagement that apply to volunteers. Responsibility for ensuring this is delivered rests with the Volunteer Co-ordinator or Lead Community Igniter.

The induction process would also be used to collect further personal information from the volunteer and, in particular, details of the person to be contacted in the event of an emergency situation arising regarding the volunteer. This information to be made available to appropriate staff.

It is proposed that as part of the induction process a volunteer agreement is signed that makes clear what the volunteer may expect from HALO and what is expected of the volunteer and how any information collected and stored relating to the volunteer will be used.

Induction must precede further volunteer activity.

Health and Safety

HALO appropriately gives priority to issues of health and safety and has a Health & Safety Management plan and generic risk assessments in place. These apply equally to staff and volunteers and it is therefore vital that, as part of induction, new volunteers are made aware of their and HALO's responsibilities in relation to health and safety.

ACTION 1	Implement the induction package for new volunteers. Two (2) induction workshops to be held during the year Action by: Volunteer Coordinator or Lead Community Igniter By when: 30th June Annually
action 2	Establish training needs, in consultation with the Lead Community Igniter. Action by: Volunteer Coordinator or Lead Community Igniter By when: Regularly
ACTION 3	Ensure that volunteers have read, understand and sign the HALO Whakatāne Health and Safety Management Policy. Action by: Volunteer Coordinator or Lead Community Igniter By when: On going

RECORDING

Maintaining accurate records is an accepted indicator of best practice in managing volunteers and is also an essential requirement of HALO partners and funders. Having accurate data also allows us to provide meaningful statistics on volunteer involvement within HALO and enables us to benchmark and measure how we compare with other volunteer involving organisations.

In order to be able to monitor and report accurately on the activities of the volunteer scheme there is a need to record a range of information. This would cover such things as personal details, contact and emergency information, equipment issued and training and work records. Information regarding the volunteer's preferences regarding communication and their willingness, or otherwise, to being called upon in the event of an emergency situation arising should also be recorded. The information gathered must be current and consistent.

All such information will be kept in a common Volunteer Database. It may also be appropriate for community igniters organising particular volunteer groups to maintain separate records for their own planning or operational purposes but these should be subsidiary to the Volunteer Database. There may also be a necessity to maintain some paper records.

Volunteer hours, targets and measuring volunteer contribution

The most accurate way of measuring the involvement of volunteers throughout the project is through the recording of volunteer hours. These can then readily be transferred to financial outputs. Measuring volunteer involvement in monetary terms has three aspects:

- 1. What would it have cost to hire people to carry out the hours worked
- 2. The value of the completed project to HALO
- 3. The economic value of the hours donated by the volunteers

Volunteers will be trained how to access and use the on-line Volunteer Database. They will ensure they record their monthly volunteer hours using this system.

ACTION 1	Retain an up to date and accurate record of volunteer information Action by: Volunteer Coordinator or community igniter By when: On going
ACTION 2	Oversee gathering of data of volunteer involvement/hours in HALO events and activities. Action by: Volunteer Coordinator or Community Igniter By when: Monthly
action 3	Report volunteer involvement in HALO activities and events at board meetings. Action by: Volunteer Coordinator or Community Igniter By when: Monthly



Hukutaia Domain Working bee.

REViEW

The volunteer scheme has been developing over the last 2 - 3 years and this strategy forms part of that progress. It is important to maintain awareness of the performance and effectiveness of the scheme.

An annual report on the operation of the scheme should be prepared and presented to HALO. This would set out any developments that have taken place during the year, report on the days worked by each volunteer group, the progress made towards achieving targets, any major achievements and identify areas for future development.

As part of the review process it is proposed that, from time to time, volunteers should be given the opportunity to comment on the scheme via a questionnaire. The results of this questionnaire would feed into future reviews of the scheme.

In addition to annual reporting and ongoing development, this strategy should be subject to review in two years.

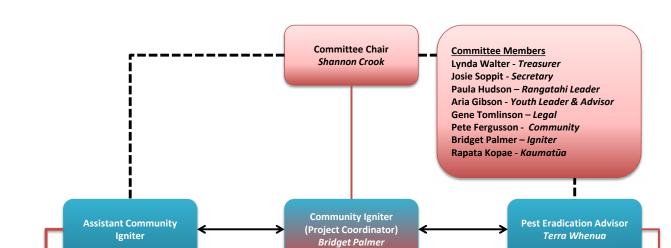
CONCLUSION

The foregoing represents a significant change and development of the volunteer scheme. Inevitably this will result in a short-term increase of the workload of the Volunteer Co-ordinator who would, of necessity, take the lead in these developments. However, significant input, co-operation and support from others will be required in order to deliver some areas of the strategy.



Visit to Moutohorā to give HALO Whakatāne Project wings – 2015.

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Graphic Design &

Project Promotion

Simple Designs

Social Media

(Team Leader)

Volunteer

Co-ordinator

(Team Leader)

Collaborative Relationship

Information

Technology (IT)

John Black

Education

(Team Leader)

Community Group

Administrator

Urban Trappers

(Team Leader)

Direct Reporting Line

Advisory Relationship

Appendix 1. HALO Whakatāne Organisational Structure

Pest Eradication

delivery

contractors

Kaitiaki Kadets

(Team Leader)

Community Group

Accountancy

Services

Forestry Liaison

(Team Leader)

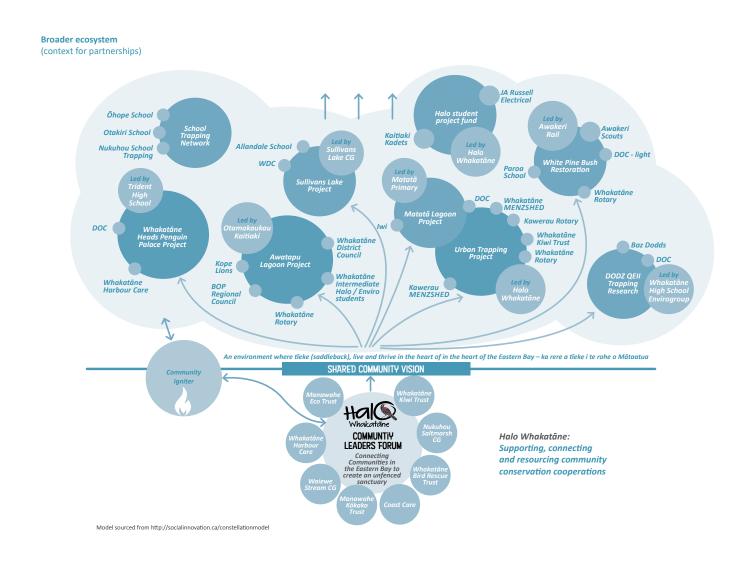
Appendix 2. HALO Whakatāne Constellation Model

Wider Project Constellation Model:

This framework shows the connection between conservation community groups. All are working toward a shared vision, but still have the ability to get on with what they do best in their individual projects.

There is a focus on bringing groups together, to discuss joint outcomes in the Community Leaders Forum

New initiatives (or constellations), are supported by the Community Leaders Forum, while being lightly connected by an overall relationship arrangement that is jointly led by participating organisations.



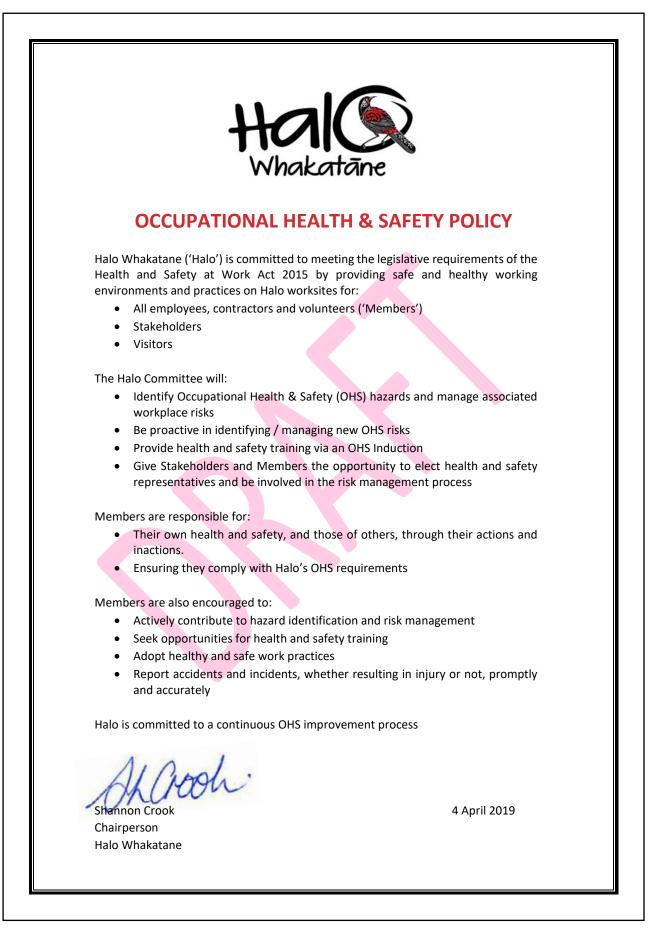
Appendix 3. HALO Whakatāne Enrolment Form

Whakatāne	ENROLMENT FORM
Name:	
Address:	
Email:	
Telephone: Home	Mobile
Availability Weekends Weekdays Anytime	To help us identify which volunteer role may interest you, please suggest the type of work you would prefer
What skills do you have?	School and youth activities
	 Event planning and organising
	Website content / social media
	Volunteer recruitment and coordination
	Governance: i.e. Trustee, Treasurer, Secretary
	Urban Trapping
What would you like to achieve by becoming a HALO Whakatāne volunteer?	Trap maintenance, new line layouts. Network expansion.
	Fund applications
	Other
	Fitness
	Licences/Certificates
	Car
	(please specify which licence and expiry date) First Aid (expiry date)
	Chainsaw
	Other relevant

Appendix 4. HALO Whakatāne Volunteer Agreement

HAICE Whakatāne	VOLUNTEER Agreement
NAME:	
 I/we wish to participate as a volunteer for the HALO Whakatāne and accept supervision by an appointed supervisor. Provided they are within my capabilities, I am/we are available for other tasks, including emergencies, should I/we be asked. I/we agree to read and abide by the HALO Whakatāne Health & Safety Plan. I/we accept that any medical costs associated with accidents are paid for by the Accident Compensation Corporation. Note: HALO Whakatāne Incorporated Society does not accept any responsibility for loss/ damage to personal items or equipment for volunteers whilst they are engaged in HALO Whakatāne Volunteer projects. Medical condition: Do you have any medical condition that you think we should know about, or that might affect the type of project you could do? 	I give permission for my details to be held on file by HALO Whakatāne I understand that images may be used for Social Media and other forms of publicity or promotion and give permission for those to be used. I consent to being contacted via email with information pertaining to the HALO Whakatāne Project and associated events:
Yes No Details of any medical condition, recent illness, current or past injuries that the Trust should be aware of that could affect your participation, e.g. allergies, asthma, disabilities, diabetes, epilepsy.	EMERGENCY CONTACT Full name:
I agree to advise the volunteer coordinator of any changes in circumstances or health that may affect my ability to volunteer. I will be responsible for carrying personal medication, if required.	Telephone: Day
volunteer's signature:	DATE:

Appendix 4. HALO Whakatāne Health and Safety Policy



Appendix 5. HALO Whakatāne Induction checklist

HUICK	Name			Conta	ct.		
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		ibsequent risks are self-e ad the Risk Register and a	-	-		-	aus
The 'Controls' in the	Risk Regi	ster are best practice; ga	ained fi	rom the v	vealth of	knowledg	e ar
	-	s and other experts. If yo				-	
situation, don't ignore	e them; pl	ease discuss with a Halo (Commit	tee Memb	oer first. 7	hank you	0
·							
BRIEFING TOPIC							√
A general briefing							
		rrent level of OHS compe	tency:	Low	Med	High	
Good health and The (New way)		ictices: ing' (What <i>is</i> a 'PCBU' and	ia Hala	0002)			
	-	e' and the principle of pro		-			
		curious, Assess, Plan, Use	portio	lancy			
-		lo OHS Management docu	ument.	Health & S	Safety Off	icer	
		ey are and how to think al					
 Defining 'haz 							
 Assessing and 							
		ood, Risk Criteria and Risk					
		Prepare; PPE / PPC is you		-			
		ot u <mark>nde</mark> rtake an <mark>ythin</mark> g for	which	you are u	nprepare	d	
Halo-specific risks	and actio	ons:					
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Map-reading		Pest Control Trapping		hainsaw U			
Track Maintenance		Setting a Trap			-		
	ork actior	ns: (E.g. Report entering &	leavin	g the bush	ı)		
 Accident / En 	nergency	Actions: Call 111, First Aid	(e.g. 'DF	Rs ABC'), Ro	eport, whe	en safe to	
 Summary and Qu 	estions?						
Personal Conditions:	(Inductee	does <u>NOT</u> have to answe					_
		you are aware of that it ma	ay be he	elpful for o	thers worl	king with y	ou te
know about? (E.g. diab	etic, allerg	ies, etc.)					
State:							
Declaration:							
I acknowledge that I h	y encourag	briefed on, and believe I ha ged to seek advice or ask quo a reason.					
				Date:			
Signed:							

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