Supporting Your Volunteers:
A Resource Kit for Emergency Service Volunteer Leaders

Module 1: Recruiting Volunteers for the Emergency Services

Module 2: Supporting New Volunteers in the Emergency Services

Module 3: Leading Volunteers in the Emergency Services

Supporting Your Volunteers:
A Resource Kit for Emergency Service Volunteer Leaders

Associate Professor
Patrick Dunlop

Hawa
Muhammad Farid

Professor
Marylene Gagne

Dr Darja Kragt

Module 1: Recruiting Volunteers for the Emergency Services
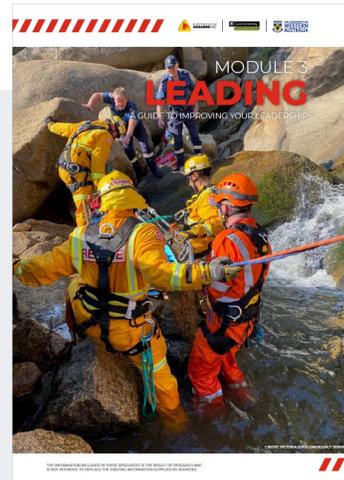
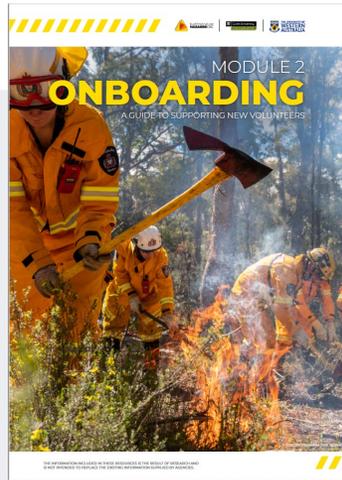**Module 2:** Supporting New Volunteers in the Emergency Services

Module 3: Leading Volunteers in the Emergency Services

Content
Breakdown of resources
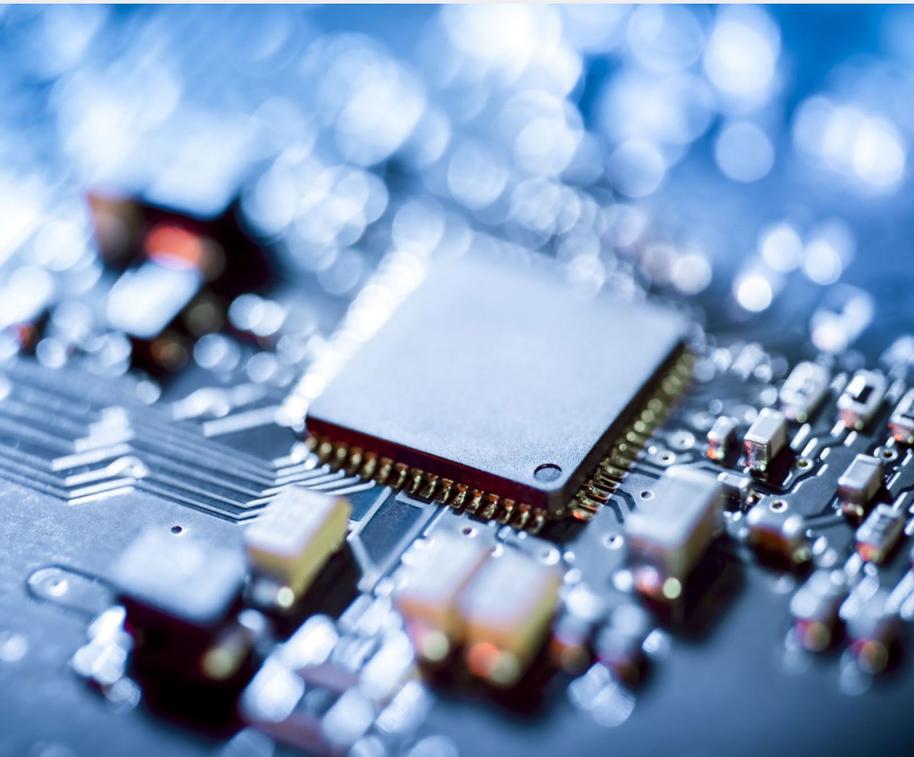
37 training videos

3 volunteer groups interviewed =17 videos

45 individual resources

Module 1:
Recruiting Volunteers for the Emergency Services

Recruiting
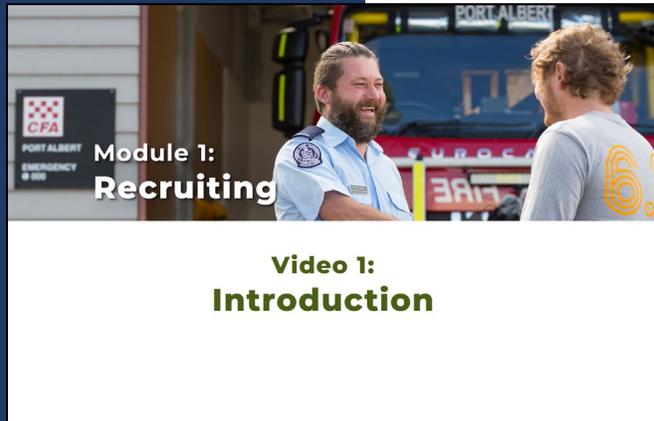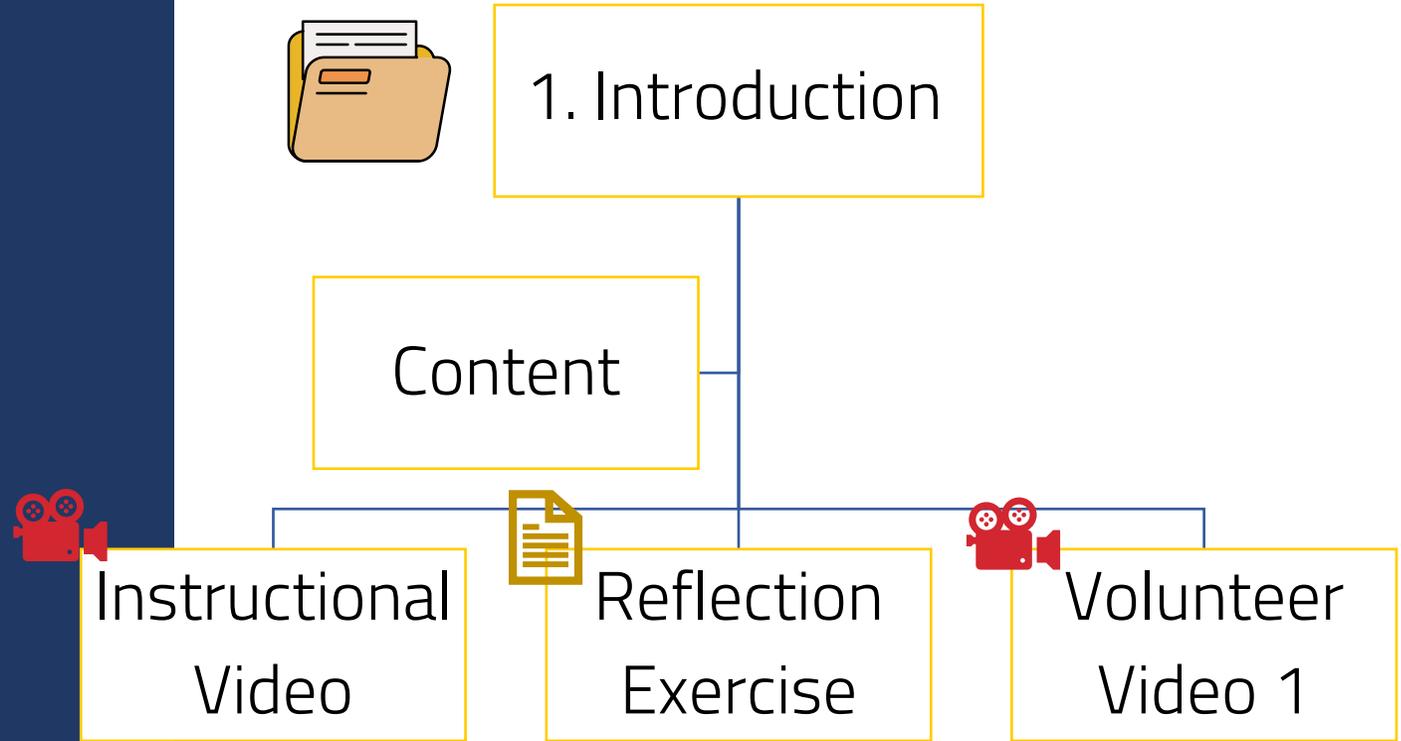
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2. Plan ⟶

- ❑ Make your volunteering group an appealing place to be
- ❑ Prepare volunteer role descriptions
- ❑ Identify your recruitment targets
- ❑ Learn from the past
- ❑ Form a promotion strategy

Recruiting

3. Promote →

- ❑ Getting your messaging right
- ❑ Choosing your recruitment channels

Recruiting

Module 1:
Recruiting

Video 11:
Choosing your recruitment channels

How do you promote volunteering opportunities with your group to the wider community?

3. Promote

3B. THINKING EXERCISE

1. What recruitment channels will work best for different groups within your community?

RECRUITMENT CHANNEL	GROUPS THIS CHANNEL WILL WORK BEST WITH
Traditional Media	
Social Media	
Community Outreach Events	
Word of Mouth	
Volunteer Job Boards	

2. How will you promote volunteering for your group using these channels?

RECRUITMENT CHANNEL	PROMOTION STRATEGIES
Traditional Media	
Social Media	
Community Outreach Events	
Word of Mouth	
Volunteer Job Boards	

3B. TIP SHEET 1: RECRUITMENT CHANNELS

CHANNEL 1: TRADITIONAL MEDIA

What is traditional media?
Traditional media includes newspaper, radio, television, and billboard advertising.

When and how to use traditional media
Use traditional media to target your recruitment or gain a higher profile for your group. When using traditional media, it is important to:
» Include both the benefits and demands of the role,
» Make sure people are encouraged to contact you and supply clear contact details, and
» Have the work proofread because once it is released, it cannot be altered easily.

Pros and cons of traditional media

PROS	CONS
· Has a wide reach and provides you with the ability to speak to the whole community. · Increases awareness of your brigade, group, or unit within the community, even if you don't successfully recruit. · Usually is more effective in larger communities.	· Short term impact (people stop thinking about your message shortly after reading it). · Not as appealing to younger audiences.

CHANNEL 2: SOCIAL MEDIA

What is social media?
Social media refers to any online community platform through which users can create and share information. Many volunteering groups use social media to promote activities or available volunteer roles. A few well-known examples of social media platforms are Facebook, Twitter, and Instagram.

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3B. TIP SHEET 1: RECRUITMENT CHANNELS

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CHANNEL 2: SOCIAL MEDIA

What is social media?

Social media refers to any online community platform through which users can create

Recruiting

4. Select ⟶

- ❑ Effective interviewing techniques and questions
- ❑ Giving feedback to applicants

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Recruiting

5. Conclusion

Module 2:
Supporting New Volunteers in the Emergency Services

Onboarding

Module 2:
Onboarding

Video 4:
**Step 3 - Supporting
your new volunteers**

*How do you provide informational and
social support to new volunteers?*

4. STEP 3: SUPPORTING YOUR NEW VOLUNTEERS

THINKING EXERCISE

What support systems do you currently have in place in your volunteering group?

For example, do volunteers have mentors, peer buddies, or peer supporters? Do volunteers regularly check in with one another?

1. Write down the different support systems you have and what volunteers do to support one another within your group. If you are not sure what support systems exist, ask your volunteers what they do, or note down the support systems you would like to introduce.

2. How can you improve the support systems you have within your group? For example, could you structure regular check-in sessions, pair volunteers up with mentors or peer buddies, or promote mental health support services regularly to ensure that volunteers feel safe to use them?

8. Additional Resources - Onboarding Templates and Checklist
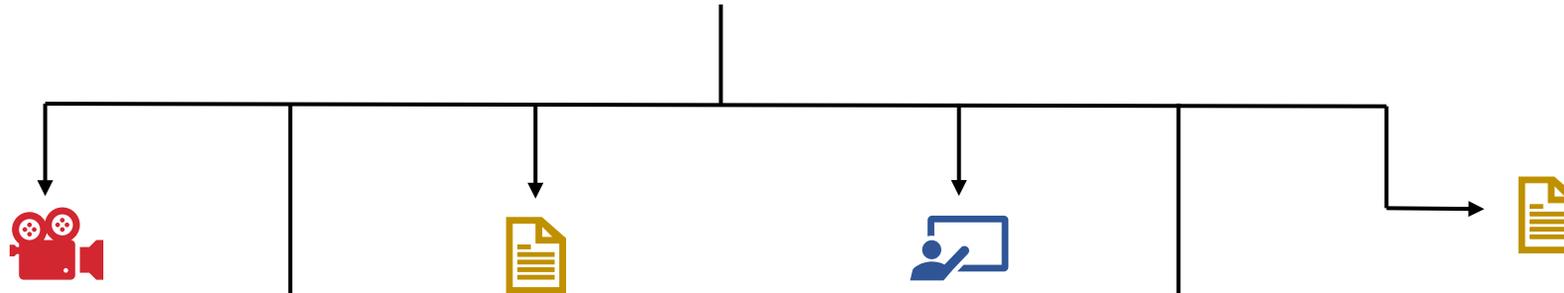
Module 2:
Onboarding

Video 8:
**Additional Resources -
Onboarding templates and checklist**

Insert image here

(e.g., a photograph of your volunteer group or a picture of new volunteers being formally inducted into the group)

You may find this template helpful for writing your induction booklet. Simply replace the text in this document with text that is relevant to your group. Remember to delete this paragraph when you are finished!

INDUCTION BOOKLET

DATE

Name of individual who completed this Induction Booklet

The name of your volunteering group

Street Address
Suburb, State, and Postcode

**Induction Presentation Template for
(insert name of volunteering group)**

[Insert Date] 2021

Name of individual giving the induction presentation

You may find this template helpful for writing your induction presentation. Simply replace the text in this document with text that is relevant to your group. Remember to delete this paragraph when you are finished!

Street Address
Suburb, State, and Postcode

@Facebook username (if available)
@Twitter username (if available)

Select the icon to insert a picture

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8. ONBOARDING CHECKLIST

This checklist can be printed and used each time a new volunteer or group of new volunteers joins. It can be used as a guide to make sure that processes to support volunteers are in place and followed within a new volunteer's first year.

STEP 1: REGISTERING YOUR NEW VOLUNTEERS

- The registration form for the new volunteer was processed.
  - Relevant forms may include registration forms at the volunteering group, service, and organisational levels.
- The new volunteer has completed all applicable checks (e.g., National Police Clearance, Working with Children Check).
- The new volunteer is informed if they are on probation, what that involves, and how long the probationary period will be.
- A Confirmation of Registration (COR) was given to the new volunteer, via email and/or a physical copy.

STEP 2: INDUCTING YOUR NEW VOLUNTEERS

- A formal induction session was held for the new volunteer, either as a presentation and/or with an induction booklet. In the induction session:
  - Information on the training pathways were given.
  - Information on the social and mental health support services available to volunteers were given.
- The new volunteer was shown around the place, so that they understand where the different rooms, facilities, and equipment are.
- The new volunteer was introduced to other volunteers within the group.
- The new volunteer was given the opportunity to voice their concerns and questions, and they received clarification.
- The new volunteer has been asked if they have any prior skills they could contribute to the group.

STEP 3: SUPPORTING YOUR NEW VOLUNTEERS

- The social support system in place within your volunteering group has been discussed with the new volunteer.
- The new volunteer has been paired with a mentor, and/or
- The new volunteer has been paired with a peer 'buddy'.
- The new volunteer has been introduced to the volunteer who coordinates all new volunteers.
- Guidelines have been set for the social support system (e.g., number of check-ins, what information/knowledge should be shared).
- Feedback was exchanged on the fit and usefulness of the support given.
- Information on the social and mental health support services available has been given to the new volunteer and their family (if applicable).

INSTRUCTIONS FOR THE INDUCTION TEMPLATES

Within the **Additional Resources – Onboarding Templates and Checklist** folder are two documents:

» **The Induction Booklet Template**, and
» **The Induction PowerPoint Presentation Template**

To help you understand how these documents can be used, here are answers to some questions that you might have;

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8. TEMPLATE FOR LETTER OF ACTIVE ENGAGEMENT

Use the template below to guide the letter you can write to new volunteers when they have completed their induction and basic training, and can now perform as an active operational and/or non-operational volunteer.

Include logos specific to your organisation, service, and/or individual group (if applicable).

Dear **[insert name of volunteer]**,

We are very pleased to inform you that you are now an active volunteer at the **[insert the name of your volunteering group]**. This means you have successfully completed your basic training and are now able to operate actively in the role of **[insert volunteering role here]** within our group.

Thank you so much for your contributions and efforts that you have made so far! We appreciated your efforts in **[insert specific and relevant positive feedback on their efforts and contributions to the group]**.

Insert image here

(e.g., a photograph of your volunteer group or a picture of new volunteers being formally inducted into the group)

You may find this template helpful for writing your induction booklet. Simply replace the text in this document with text that is relevant to your group. Remember to delete this paragraph when you are finished!

INDUCTION BOOKLET

DATE

Name of individual who completed this Induction Booklet

The name of your volunteering group

Street Address
Suburb, State, and Postcode

Induction Presentation Template for (insert name of volunteering group)

[Insert Date] 2021

Name of individual giving the induction presentation

You may find this template helpful for writing your induction presentation. Simply replace the text in this document with text that is relevant to your group. Remember to delete this paragraph when you are finished!

Street Address
Suburb, State, and Postcode

@Facebook username (if available)

@Twitter username (if available)

Select the icon to insert a picture

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Include logos specific to your organisation, service, and/or individual group (if applicable).

Dear **[Insert name of volunteer]**,

We are very pleased to inform you that you are now an active volunteer at the **[Insert the name of your volunteering group]**. This means you have successfully completed your basic training and are now able to operate actively in the role of **[Insert volunteering role here]** within our group.

Thank you so much for your contributions and efforts that you have made so far! We appreciated your efforts in **[Insert specific and relevant positive feedback on their efforts and contributions to the group]**.

WHAT HAPPENS NEXT?

From this point forward, you will be actively operating within our team. Here is what you need to know:

[Include information on team allocations, roster information, and/or expectations on the number of call-outs they can expect to participate in.]

8. ONBOARDING CHECKLIST

This checklist can be printed and used each time a new volunteer or group of new volunteers joins. It can be used as a guide to make sure that processes to support volunteers are in place and followed within a new volunteer's first year.

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- ☐ Guidelines have been set for the social support system (e.g., number of check-ins, what information/knowledge should be shared).
- ☐ Feedback was exchanged on the fit and usefulness of the support given.
- ☐ Information on the social and mental health support services available has been given to the new volunteer and their family (if applicable).

STEP 4: TRAINING YOUR NEW VOLUNTEERS

- ☐ The training requirements were communicated early on to the new volunteer to provide them with a realistic understanding of what they will be doing and how long it should take.
- ☐ The new volunteer has completed their induction training.
- ☐ The new volunteer has completed all mandatory courses and basic training required to perform effectively in their operational and non-operational roles.
- ☐ The new volunteer has been given learning opportunities within their group.
- ☐ The new volunteer is participating in shadowing or observational learning.
- ☐ Where applicable, flexible arrangements have been made to accommodate a new volunteer who is unable to attend formal training courses.
- ☐ Positive and constructive feedback were exchanged regarding the new volunteer's training progress.

STEP 5: ENGAGING YOUR NEW VOLUNTEERS

- ☐ The new volunteer has been given a letter acknowledging that they have met the basic requirements needed to perform in an operational and/or non-operational volunteering capacity. This acknowledgement letter or certificate was given:
  - ☐ At a formal graduation ceremony, or
  - ☐ At a volunteering group meeting (with senior volunteers present).
- ☐ Any contributions or achievements made by the new volunteer has been acknowledged.
- ☐ Uniforms were handed to the new volunteer by volunteer leaders (if possible).
- ☐ Information was given to the new volunteer on what to expect next (e.g., team allocation, roster information, expectations for call-outs or incidents).
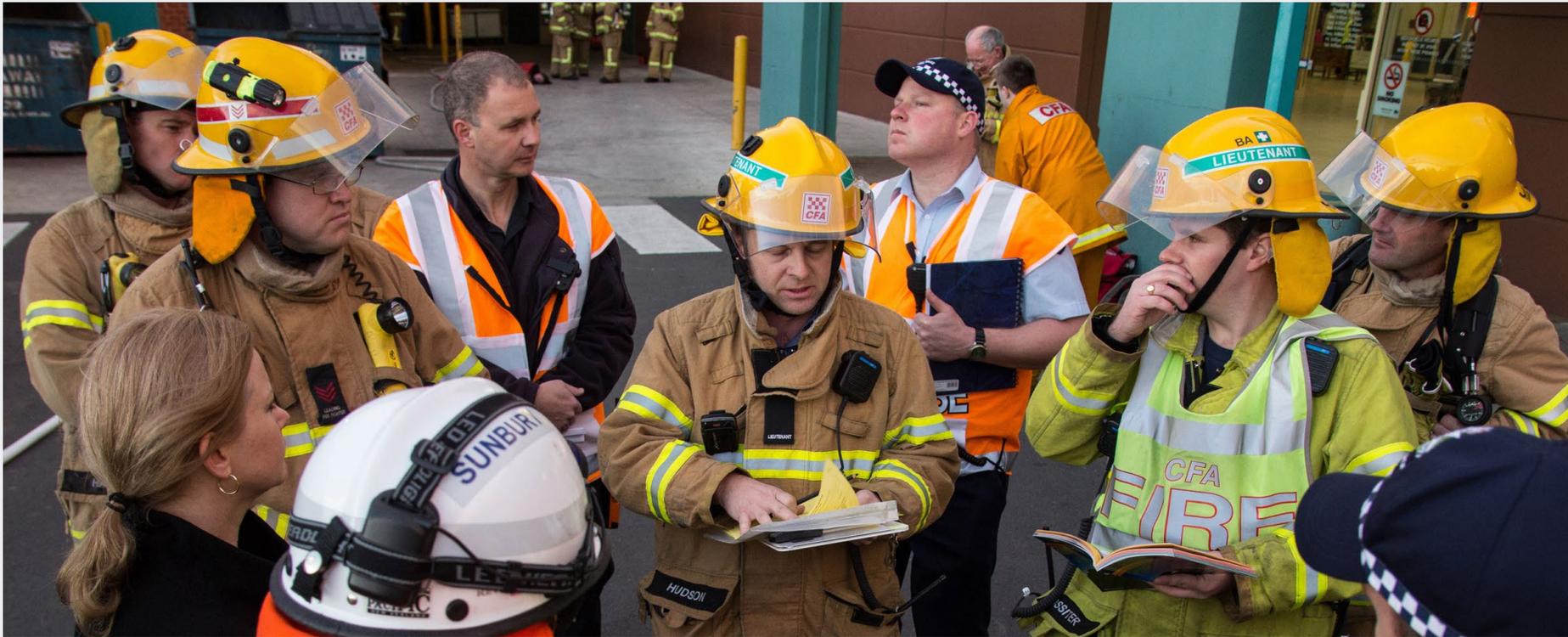
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Module 3:
Leading Volunteers in the Emergency Services

Leading

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Leading

1. Introduction

4. Sharing responsibilities

8. Recognising achievements and contributions

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Leading
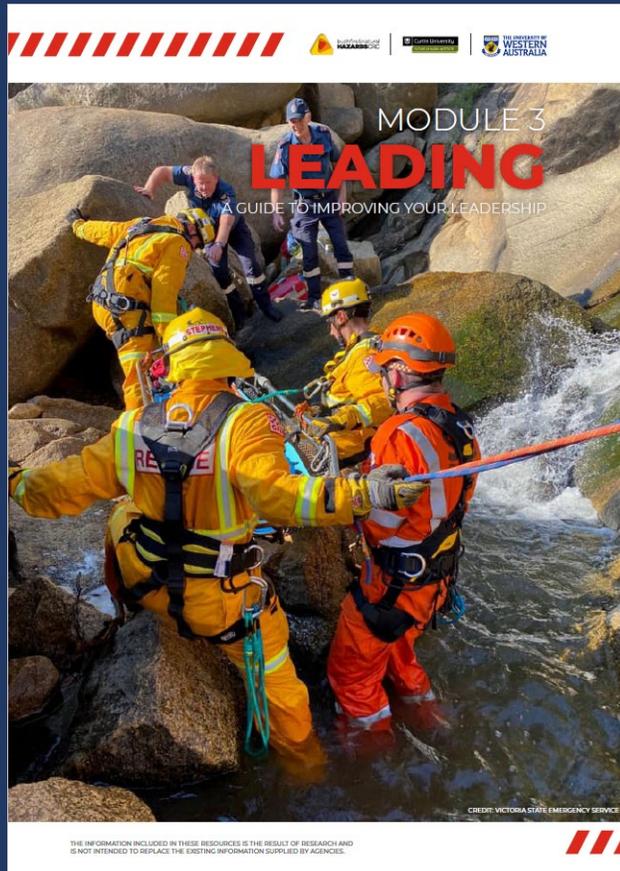
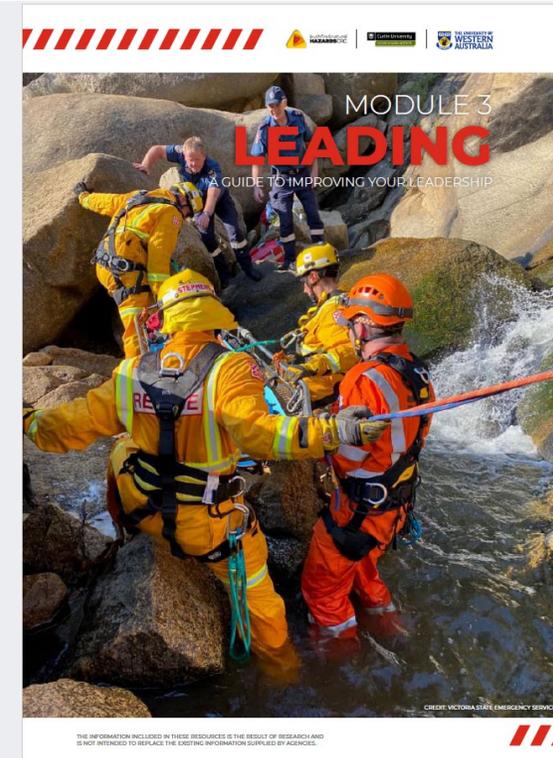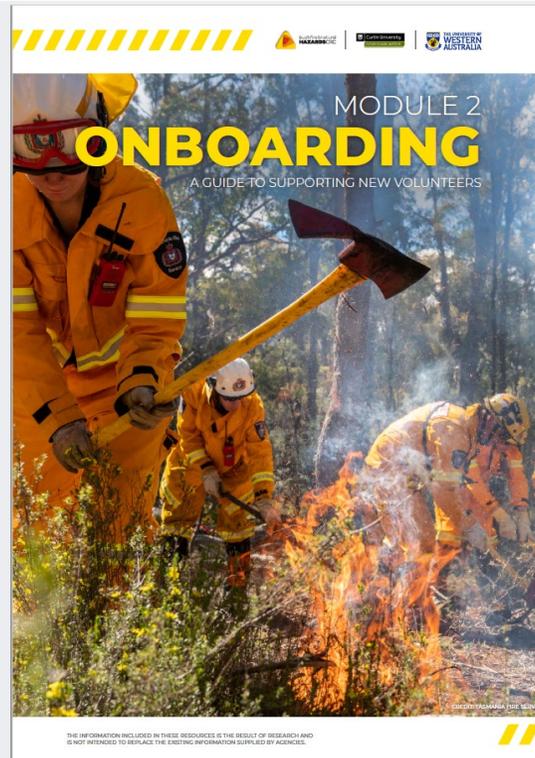# Let's dive in!

Supporting Your Volunteers:
A Resource Kit for Emergency Service Volunteer Leaders

bit.ly/volunteerleaderkit

Supporting Your Volunteers:
A Resource Kit for Emergency Service Volunteer Leaders

MODULE 1
RECRUITING
A GUIDE TO IMPROVING YOUR RECRUITMENT

CREDIT: DEPARTMENT OF FIRE AND EMERGENCY SERVICES, WA

THE INFORMATION INCLUDED IN THESE RESOURCES IS THE RESULT OF RESEARCH AND IS NOT INTENDED TO REPLACE THE EXISTING INFORMATION SUPPLIED BY AGENCIES.

MODULE 2
ONBOARDING
A GUIDE TO SUPPORTING NEW VOLUNTEERS

CREDIT: TASMANIA FIRE SERVICE

THE INFORMATION INCLUDED IN THESE RESOURCES IS THE RESULT OF RESEARCH AND IS NOT INTENDED TO REPLACE THE EXISTING INFORMATION SUPPLIED BY AGENCIES.

MODULE 3
LEADING
A GUIDE TO IMPROVING YOUR LEADERSHIP

CREDIT: VICTORIA STATE EMERGENCY SERVICE

THE INFORMATION INCLUDED IN THESE RESOURCES IS THE RESULT OF RESEARCH AND IS NOT INTENDED TO REPLACE THE EXISTING INFORMATION SUPPLIED BY AGENCIES.

How to use the toolkit

Emergency service volunteers

- Download the modules from the website [zip files are quite large!]
- Enjoy learning!

Non-emergency volunteers

- Customise and make it your own!

Responsible for training

- Full structure of each module in slide deck
- Upload the videos and resources into your training platforms
- YouTube playlists available for embedding

District/Area Officers

- Share information about the toolkit
- Encourage volunteers to look at the slides and visit the toolkit website

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Feedback or Questions?
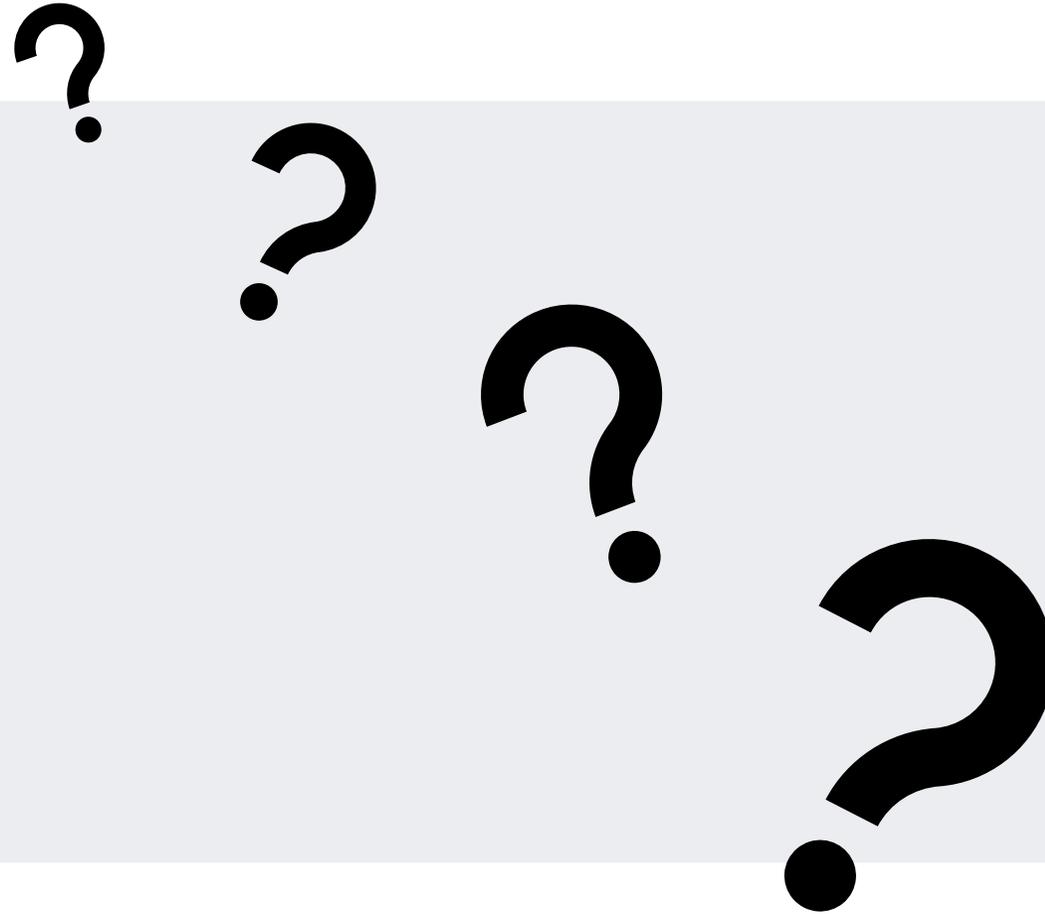
Please reach out to us!

bit.ly/volunteerleaderkit

Patrick Dunlop: Patrick.Dunlop@curtin.edu.au
Hawa Muhammad Farid: h.farid@curtin.edu.au

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Extra Slides

Module 1 (in detail):
Recruiting Volunteers for the Emergency Services

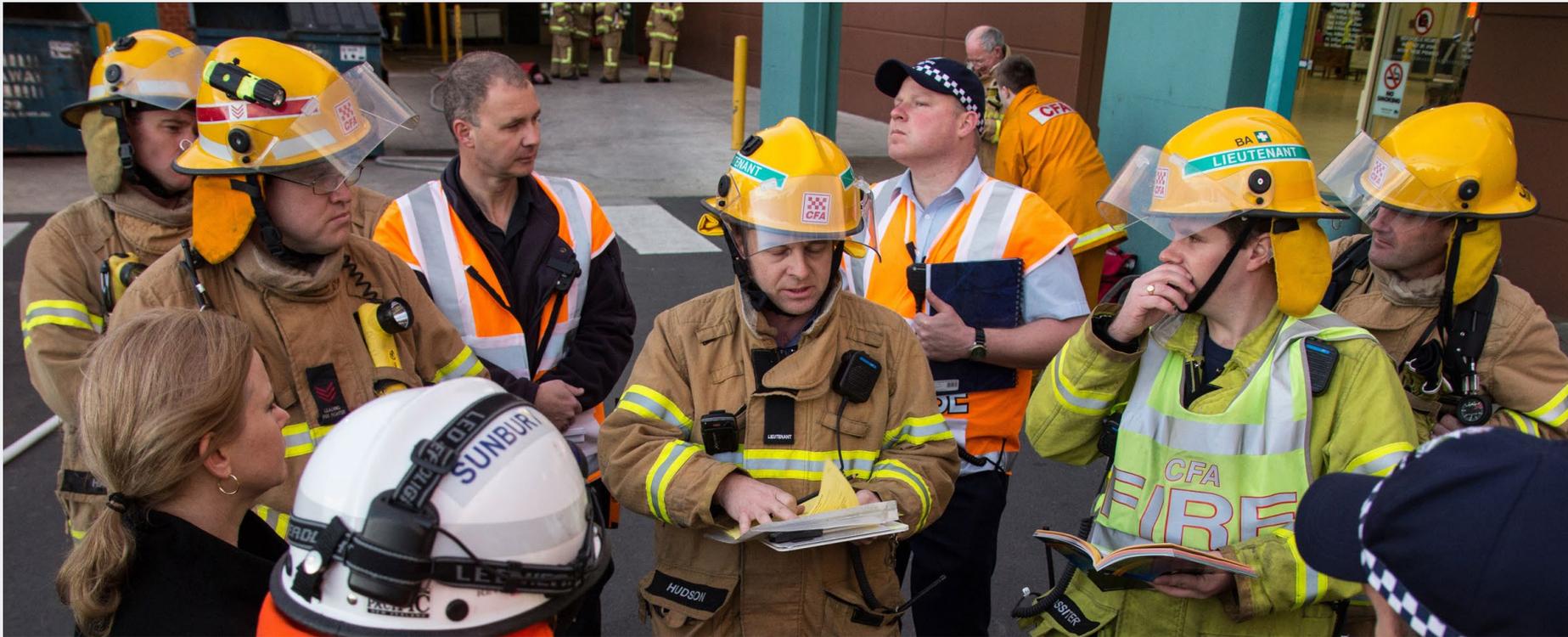| TOPIC FOLDER	TOPIC FOLDER NAME	FOLDER CONTENT
1.	**Introduction**	• Video 1: Introduction • Reflection Exercise • Meet the volunteers from Wagin VFRS
2.	**Plan**	• Video 2: Plan
2A.	Make your volunteering group an appealing place to be	• Video 3: Make your group appealing • Myth vs. Fact
2B.	Prepare volunteer role descriptions	• Video 4: Prepare volunteer role descriptions • Thinking exercise • Role description templates
2C.	Identify your recruitment targets	• Video 5: Identify your recruitment targets • Process exercise Wagin VFRS – Identifying recruitment targets
2D.	Learn from the past	• Video 6: Learn from the past • Reflection exercise
2E.	Form a promotion strategy	• Video 7: Form a promotion strategy • Checklist – Form a promotion strategy • Wagin VFRS – Promoting volunteering to newcomers
3.	**Promote**	• Video 8: Promote
3A.	Getting your messaging right	• Video 9: Getting your messaging right • Video 10: Developing a recruitment message – Volunteer stories and pictures • Emergency Services Volunteer Recruitment Messaging Toolkit
3B.	Choosing your recruitment channels	• Video 11: Choosing your recruitment channels • Tip Sheet 1: Recruitment channels • Thinking exercise • Wagin VFRS – Choosing your recruitment channels
4.	**Select**	• Video 12: Select • Tip Sheet 2: Setting Expectations • Tip Sheet 3: Selection Process
4A.	Effective interviewing techniques and questions	• Video 13: Effective interviewing techniques and questions • Tip Sheet 4: Interview volunteers
4B.	Giving feedback to applicants	• Video 14: Giving feedback to applicants • Tip Sheet 5: Giving feedback to applicants • Case studies
5.	**Conclusion**	• Video 15: Conclusion

Module 2 (in detail):
Supporting New Volunteers in the Emergency Services

TOPIC FOLDER	TOPIC FOLDER NAME	FOLDER CONTENT
1.	Introduction	• Video 1: Introduction • Reflection exercise • Meet the volunteers from Marine Rescue Cockburn
2.	Step 1 – Registering your new volunteers	• Video 2: Step 1 – Registering your new volunteers • Case studies • Marine Rescue Cockburn – Registering
3.	Step 2 – Inducting your new volunteers	• Video 3: Step 2 – Inducting your new volunteers • Thinking exercise • Marine Rescue Cockburn - Inducting
4.	Step 3 – Supporting your new volunteers	• Video 4: Step 3 – Supporting your new volunteers • Thinking exercise • Marine Rescue Cockburn - Supporting
5.	Step 4 – Training your new volunteers	• Video 5: Step 4 – Training your new volunteers • Thinking exercise • Marine Rescue Cockburn - Training
6.	Step 5 – Engaging your new volunteers	• Video 6: Step 5 – Engaging your new volunteers • Thinking exercise • Marine Rescue Cockburn - Engaging
7.	Probation	• Video 7: Probation • Probation DO'S and DON'TS
8.	Additional Resources – Onboarding templates and checklist	• Video 8: Additional Resources – Onboarding templates and checklist • Instructions for the Induction Templates • The Induction Booklet Template • The Induction PowerPoint Presentation Template • Onboarding Checklist • Template for Letter of Active Engagement
9.	Conclusion	• Video 9: Conclusion • Onboarding infographic

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Module 3 (in detail):
Leading Volunteers in the Emergency Services

TOPIC FOLDER	TOPIC FOLDER NAME	FOLDER CONTENT
1.	Introduction	• Video 1: Introduction • Reflection exercise • Meet the volunteers from Northshore SES
2.	Influencing volunteers	• Video 2: Influencing volunteers • Tip Sheet 1: Influencing volunteers • Case studies
3.	Sharing knowledge and information	• Video 3: Sharing knowledge and information • Tip Sheet 2: Sharing knowledge and information • Thinking exercise
4.	Sharing responsibilities	• Video 4: Sharing responsibilities • Tip Sheet 3: Sharing responsibilities • Thinking exercise • Northshore SES – Sharing responsibilities
5.	Including and involving volunteers	• Video 5: Including and involving volunteers • Case studies • Northshore SES – Including and involving volunteers/Embracing diversity
6.	Providing feedback	• Video 6: Providing feedback • Tip Sheet 4: Providing feedback • Case studies
7.	Receiving and using feedback from volunteers	• Video 7: Receiving and using feedback from volunteers • Video 8: Using non-verbal signals • Tip Sheet 5: Receiving and using feedback from volunteers • Reflection exercise
8.	Recognising achievements and contributions	• Video 9: Recognising achievements and contributions • Tip Sheet 6: Recognising achievements and contributions • Reflection exercise • Northshore SES – Recognising achievements and contributions
9.	Dealing with conflict	• Video 10: Dealing with conflict • Tip Sheet 7: Dealing with conflict • Case studies
10.	Succession planning and developing the next generation	• Video 11: Succession planning and developing the next generation • Northshore SES – Developing the next generation/Transitioning senior volunteers
11.	Adjusting your leadership and management style	• Video 12: Adjusting your leadership and management style • Case studies
12.	Conclusion	• Video 13: Conclusion