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State of Volunteering in Aotearoa New Zealand Report

2024

Contributors and Acknowledgments

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Tūao Aotearoa
Volunteering New Zealand

Tūao Aotearoa, Volunteering New Zealand is kaitiaki of volunteering and mahi aroha in Aotearoa New Zealand.

Volunteering New Zealand is an association of volunteer centres, and national and regional organisations with a commitment to volunteering in Aotearoa New Zealand.

VNZ was created in 2001, to coincide with the International Year of the Volunteer. The sector, Volunteer Centres and the Department of Internal Affairs were all part of our creation, reflecting our founding purpose as a national voice for volunteering.

Today, Volunteering New Zealand continues its role as the peak body organisation for the community and voluntary sector, influencing policy, producing sector-relevant research, supporting the sector through its consultancy service, and acting as an advocate for volunteering and volunteers more generally.

Contents

Introduction and Background

The *State of Volunteering 2024* is a report about volunteering in Aotearoa New Zealand and the experience of volunteers and community organisations. It is also indirectly a snapshot of the challenges facing our society that volunteers and community organisations see on a day-to-day basis.

Volunteers live and work in a challenging and ever-changing world. Because volunteering is an inherently social activity, volunteers often see first-hand the social, cultural, economic, and political dynamics of our world. Volunteers are often at the coalface of responding to disasters and emergencies, from volunteer firefighters and ambulance officers to civil defence and search and rescue personnel. Volunteers were at the forefront of the response to the Covid-19 pandemic, whose shadow is still reflected several years on in the challenges highlighted by volunteers and organisations in this report. Volunteers often meet the needs of people who fall through the cracks, providing them with services such as foodbanks and emergency shelters.

The community and voluntary sector therefore has unique insights into the very social and political fabric of Aotearoa New Zealand.

Methodology

The methodology of the *State of Volunteering 2024* Report (SOV 2024) is broadly similar to the one used in SOV 2020 and SOV 2022. A mixed-methods approach is also used for SOV 2024, combining quantitative and qualitative data sources and analysis methods. We analysed survey responses from 1542 volunteers and 420 community and volunteer-involving organisations. Respondents were represented across all regions of New Zealand, age cohorts and ethnicities. Text responses were hand-coded inductively and deductively in accordance with social science best practice. Regression analysis, Chi Square Tests, and other statistical analyses were performed.

The report is divided into five substantive sections, with insights and results grouped into these sections.

Section 1: The Changing Landscape of Volunteering

Section 2: Motivations and Barriers for Volunteers

Section 3: Challenges Facing Voluntary Organisations

Section 4: Evolving Expectations for Volunteers and Voluntary Organisations

Section 5: Ethical and Inclusive Volunteering

Cutting across these five categories, we note several themes and observations about the state of volunteering.

Firstly, there are conflicting views about definitions and conceptions of volunteering. Two forms of volunteering, in particular, raise important theoretical issues about the nature and concept of volunteering.

One form is *political volunteering*. Several respondents talk about their volunteering activity for a particular political party. Political volunteering in this sense involved door-knocking for parliamentary candidates in their local electorate, volunteering at party conferences, and undertaking pro bono work in support of a partisan political cause.

Another form is *religious volunteering.* Many respondents discuss volunteering within a religious context. They talked about volunteering to preach on the streets or to staff a Bible stand and door-knocking to proselytise. These are straightforward cases of religious volunteering. Other volunteers talked about volunteering for organisations with a religious ethos, but which do not involve active proselytisation. For example, volunteering at a church's second-hand charity store or dispensing meals at the church's foodbank.

Volunteering New Zealand has taken a deliberately inclusive approach to how volunteering is to be defined and conceptualised, but these two points arguably raise broader issues about what it means to volunteer. They bring up issues that could be addressed in further work.

Secondly, regional differences are reflected across many metrics. These are explored throughout the sections where applicable. These regional differences highlight the importance of collecting and analysing more granular data, so that findings and recommendations accurately reflect the state of volunteering across all parts of New Zealand. Better regional data and breakdown by geographical area is a strategic priority for Volunteering New Zealand.[1]

Most of the report focuses on *formal* volunteering (that is, volunteering performed through an organisation), though some remarks are also made about informal volunteering performed directly for another person outside of a voluntary organisation.

The overall view from the analysis of the results is that volunteers are generally valued and appreciated for their contribution to society.

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1 SOV2022 (2022); and SOV2024 Regional Report (2023)

Executive Summary

The *State of Volunteering 2024* is Volunteering New Zealand's biennial report about volunteering in Aotearoa New Zealand.

The voices of volunteers and community organisations shine through this report. We heard from people across all regions, ages, and ethnicities.

People have differing views of what it means to volunteer – political and religious volunteering are examples. Volunteers say they are generally valued and appreciated for their contribution to society.

The state of volunteering is fairly positive, though the recent Covid-19 pandemic, and the emerging cost-of-living situation, cast a long shadow over some aspects of volunteering.

Here are the five sections of the report:

Section 1: The Changing Landscape of Volunteering

Post-Covid, challenges remain for the community and voluntary sector. Some voluntary organisations have struggled to recruit new volunteers during the rising cost-of-living. Social conditions increase demand for services, while fewer volunteers are available. There are more online-only voluntary organisations.

Data from SOV2024 indicates that the idea of a 'civic core' may be changing, that is, most volunteer work done by a small group of active volunteers. There has been an increase in the number of volunteers performing 'casual volunteering' of a few hours a month.

Section 2: Motivations and Barriers for Volunteers

Most volunteers are motivated by a desire to give back to the community. Having social connection, family involvement and personal links are all motivations to volunteer. Volunteering to promote one's mental and physical health is also important.

One major barrier is the challenge of having less time and disposal income, given the current cost-of-living situation. Those in large urban centres report the cost-of-living situation impacting their volunteering activities more acutely than those in rural or small urban areas.

Health and safety concerns, and the emotional toll, are noted by some volunteers as barriers for their volunteering work. Formal volunteering captures only one aspect of volunteering, with many respondents also volunteering directly and informally. However, respondents diverge widely in their ideas of what constitutes informal volunteering.

Section 3: Challenges Facing Voluntary Organisations

There is an increasing expectation that volunteering should be 'fun' and 'not like work'. At the same time, there is a rise in perceptions of volunteering as an obligation.

Volunteering is seen as a skilled activity, for which training is important. Onboarding is becoming the norm across organisations, and some have formal exiting processes. The post-Covid period has changed the volunteering landscape significantly. There is a greater focus on social and health-related issues for volunteering; and some people are choosing to volunteer less and to expect their volunteering activity to be values-aligned and impact-driven.

Section 4: Evolving Expectations for Volunteers and Voluntary Organisations

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Volunteering is seen as a skilled activity, for which training is important. Onboarding is becoming the norm across organisations, and some have formal exiting processes. The post-Covid period has changed the volunteering landscape significantly. There is a greater focus on social and health-related issues for volunteering; and some people are choosing to volunteer less and to expect their volunteering activity to be values-aligned and impact-driven.

Despite these challenges and evolving expectations, the State of Volunteering remains fairly positive across New Zealand. Volunteers rate the state of volunteering slightly higher than organisations do.

Section 5: Ethical and Inclusive Volunteering

Volunteers who felt like they belonged to the organisation they volunteer for were much more likely to stay long-term. Most volunteers say their skills and contributions are valued at their organisation, though there are some disparities across age and ethnic groups.

Most volunteers are not reimbursed for any out-of-pocket expenses incurred while volunteering. One barrier to ethical and inclusive volunteering is the lack of funding - organisations are unable to safeguard volunteers as well as they want to, cannot reimburse volunteers for expenses, and have to restrict services.

The following recommendations arise from this report:

1. Organisations need to be prepared to respond to the continued possibility of ongoing disruptions and changing ways of volunteering and be prepared to change their practices to enable volunteer participation into the future.

2. The community and voluntary sector should advocate for population-level research and data on volunteering.

3. Organisations should review their onboarding processes such as screening and vetting, to ensure they are appropriate for the volunteer role.

4. Smaller organisations, in particular, should become more strategic about volunteer engagement. Volunteer managers need to advocate for volunteer activity to be properly resourced and positioned to enable the organisation to achieve its goals.

5. Volunteer managers should develop good processes for recruiting and retaining volunteers. They should also be open to other ways for people giving their time, and be flexible and responsive in their approach.

6. Volunteer managers should become familiar with, or get training in, the Volunteer Best Practice Guidelines. Put into practice across different stages of the volunteer life-cycle, they will help transform volunteer experiences.

Section 1:
The Changing Landscape of Volunteering

Volunteering in a post-Covid world

The shadow of the Covid-19 pandemic still looms large over the community and voluntary sector. The recent pandemic ushered in a variety of changes and challenges, many of which are still being felt several years on. The ongoing cost of living challenge has also impacted the state of volunteering in tangible and often significant ways.

Volunteering is embedded within society. As such it is impacted by the broader social and economic climate in both positive and negative ways. Several voluntary organisations note that they have struggled to recruit new volunteers during the current cost of living challenge:

> **"Current economic conditions have affected volunteer availability."**

> **"I am concerned that people now have to work in paid opportunities or support family members to do so which prevents them from giving more of their time and talent to volunteer services."**

> **"Many younger people would like to do voluntary work but need to work full time to meet household expenses."**

> **"Our view is that most people can't afford to volunteer their time any more, due to the cost of living rising."**

> **"The increasing challenge is engaging with prospective volunteers in a tight economic environment, particularly younger people who do not have the time to spare away from work commitments or have the financial resources to allow them to volunteer."**

There is an interesting paradox, where tougher social conditions increase the demands for volunteers and provide more opportunities for volunteering, while volunteer availability is lower as lots of volunteers themselves need to undertake more paid work to make ends meet. For example, the current cost of living conditions mean that more people need food banks and other services provided by volunteers while fewer people have the resources to donate time or money to food banks.Crises and challenges of different scales therefore challenge the resilience and strength of the community and voluntary sector at a time when their services are most in demand.

Some volunteers note that tougher conditions create more work, which some volunteers enjoy. It creates conditions in which they can have a meaningful impact on others' lives.

There has been a notable rise in online-only voluntary organisations, pointing to one way the Covid-19 pandemic has altered the nature of social interactions and volunteering:
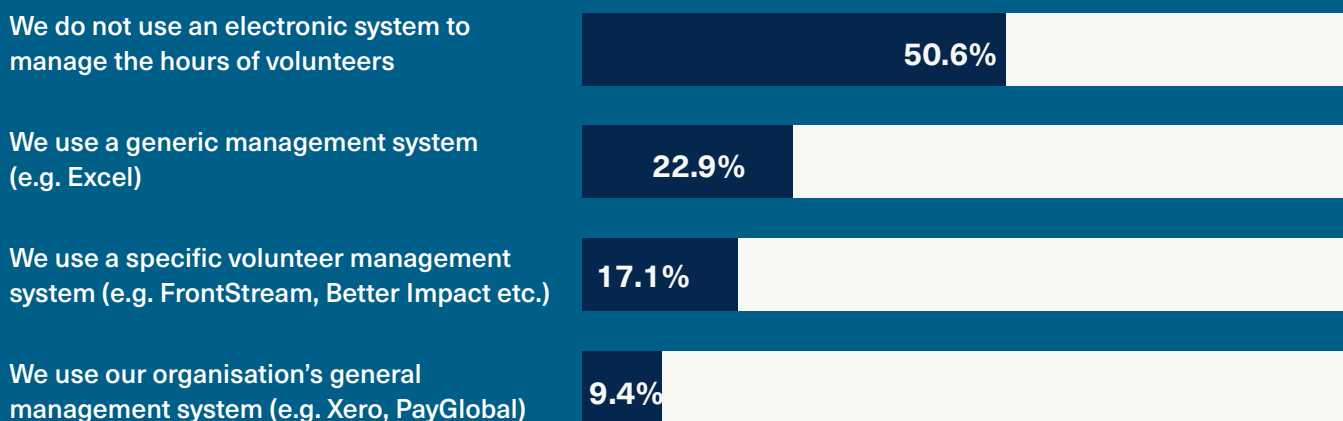
> **"We are a new charity in its founding stage and it's still all hands to the pumps. … We only operate online so our structure is or will be unusual."**

> **"We are an online-only organisation that supports people with terminal illness by providing a friendly face at the end of a video call. We have recently obtained funding to distribute iPads and tablets to those in need, on a loaned basis."**

Use of digital systems

Despite rapid digitisation and growth in many organisations, the majority still do not use any form of digital or online system for managing their volunteers' activities. 50.6% report using no digital system at all (including simple tools such as Excel spreadsheets) while 22.9% report using only basic systems such as Microsoft Excel or Microsoft Word.

Systems used to manage hours and projects of volunteers

System	Percentage
We do not use an electronic system to manage the hours of volunteers	50.6%
We use a generic management system (e.g. Excel)	22.9%
We use a specific volunteer management system (e.g. FrontStream, Better Impact etc.)	17.1%
We use our organisation's general management system (e.g. Xero, PayGlobal)	9.4%

The main factor that determines an organisation's likelihood of using digital tools to manage their volunteers' activities is their size (i.e. the number of volunteers they engage). Organisations who engage more than 100 volunteers a year are more likely to report using a specific volunteer management system, or another generic digital management system, than organisations with fewer than 100 volunteers a year.

Changing civic core

Data from various organisations in New Zealand and around the world have identified the idea of a *civic core*.[2] This is the idea that most of the voluntary work is performed by a small group of highly active volunteers.

Data from SOV2024 indicates that the idea of a civic core may be changing. There has been an increase in the number of volunteers performing 'casual volunteering' of a few hours a month. Respondents reported that 23.1% of volunteers in their organisation perform 2–5 hours of volunteer work per month, while only 7.2% perform 20 hours or more.

This trend is reflected across the board, with casual volunteering on the rise across different sectors of volunteering, across the regions, and among different age groups (except those aged 76 years and over, where casual volunteering is not prevalent).

Responses and anecdotal evidence from volunteers and volunteer leaders also paint a similar picture:

> **"We have noticed the civic core model being challenged. Our organisation has around 100 casual volunteers who do a few hours of work a month, on and off. They often disappear for months and then come back. We do not have any volunteers who do the lion's share of our volunteering."**

> **"Post Covid, we have noticed a change in the habits of our volunteers. Volunteers now prefer to do a bit here and there, rather than committing lots of time. However, there has also been a big growth in the number of different people volunteering. So, we have more people doing less rather than fewer people doing more."**
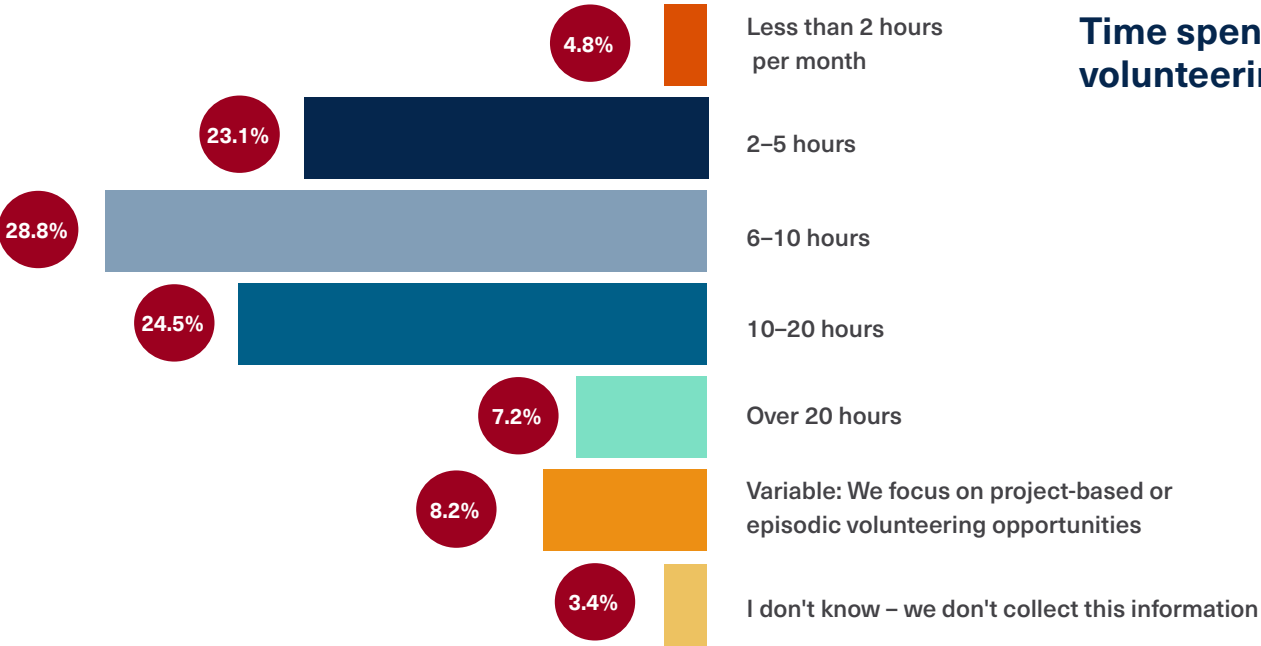
> **"Casual volunteers are the dominant form of volunteering at [our organisation]. Many have been here for over 10 years, but lately they prefer to volunteer only a few hours a week and spread out the load among a greater number of people."**

This pattern is reflected across all regions and organisational sizes.
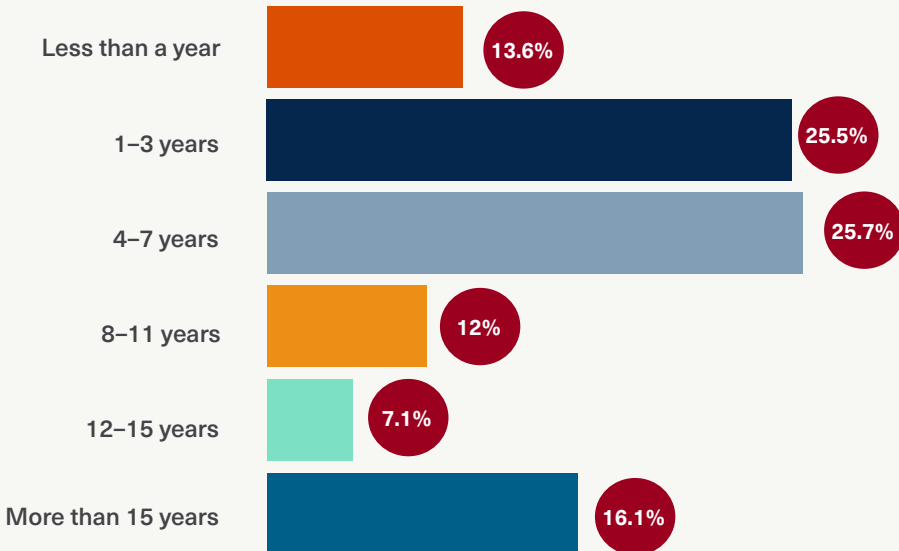
Another interesting finding was that 47.6% of respondents from the community and voluntary sector noted that they are a local organisation. These are organisations that draw their volunteers locally and focus on helping local people.

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2   This term is most associated with Canadian researchers Paul Reed and Kevin Selbee. See Paul Reed and Kevin Selbee, "The Civic Core in Canada: Disproportionality in Charitable Giving, Volunteering, and Civic Participation," Non-Profit and Voluntary Sector Quarterly 30, no. 4 (2001). More recent investigations include John Mohan and Sarah Bulloch's work: John Mohan and Sarah Bulloch, "The Idea of a Civic Core: What Are the Overlaps Between Charitable Giving, Volunteering, and Civic Participation in England and Wales?" Political Studies Association, Third Sector Research Centre. Working Paper 73 (2012): https://www.psa.ac.uk/sites/default/files/1028_549_0.pdf

Time spent volunteering

- 4.8% — Less than 2 hours per month
- 23.1% — 2–5 hours
- 28.8% — 6–10 hours
- 24.5% — 10–20 hours
- 7.2% — Over 20 hours
- 8.2% — Variable: We focus on project-based or episodic volunteering opportunities
- 3.4% — I don't know – we don't collect this information

Length of time volunteering with an organisation

- Less than a year — 13.6%
- 1–3 years — 25.5%
- 4–7 years — 25.7%
- 8–11 years — 12%
- 12–15 years — 7.1%
- More than 15 years — 16.1%

Number of volunteers engaged annually with an organisation

- 6.5% — 1–5
- 28.1% — 6–20
- 20% — 21–50
- 10.6% — 51–100
- 11.5% — 101–300
- 6% — 301–500
- 17.3% — More than 500
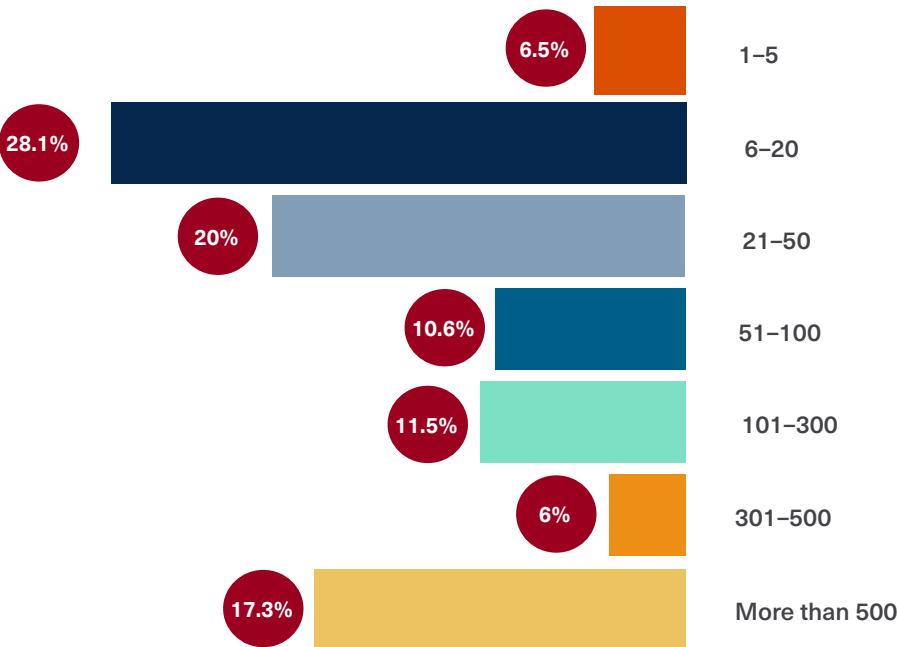
Cultural motivations for volunteering

Cultural connections are a strong motivator for volunteering. Why do particular organisations focus on helping out a specific cultural community, and what motivates individuals to choose to volunteer for organisations that reflect their cultural values?

Here are some examples.

Supporting Muslim communities and encouraging diversity

Sobarna has organised community events to support Muslim communities and help the community understand what it means to live in diversity.

Working with Queenstown Lakes District Council Welcoming Communities and Queenstown Islamic Centre, he organised a public event for the first Eid Festival in Queenstown.

"My goal with the Eid event was to raise awareness of the existence of the Muslim community to the wider community of Queenstown, where we have lived and grown now for many years. A highlight of organising community events during Ramadan was seeing the joy and unity among participants."

He had previously organised a gala dinner for the Indonesian Muslim community as a public fundraiser from all Muslim communities in Aotearoa to build a place of worship in Auckland.

"In this way, volunteering has deeply impacted my life in Aotearoa, giving me a sense of purpose and belonging. My goal is for the Muslim community to become socially integrated with the broader community in the Queenstown Lakes region and contribute to the welfare of all.

"For anyone new to the community, volunteering is a rewarding way to connect, learn, and contribute to our society. It weaves people together, fostering a sense of belonging and community spirit. I hope my story raises awareness of the diverse cultural contexts of volunteering and highlights how individuals can strengthen their communities through service."

Volunteers bring their hands and hearts to refugee resettlement

Over 900 New Zealand Red Cross volunteers support former refugees across Aotearoa.

Mona Tavakoli, volunteer programme lead, Red Cross Dunedin, highlights one of their refugee support volunteer teams.

"We want to celebrate this volunteer team for their diversity of perspective and skills, and background knowledge, all of which are extremely valuable when relating to the diverse families Red Cross support."

Mona says a genuine concern for the wellbeing of others is at the heart of everything Refugee Resettlement Volunteers do, supporting change and strengthening communities by supporting a new Kiwi family, or individual, to make a new life here in New Zealand. Recently, the team supported a resilient single mum of five from Afghanistan, who had a low level of English, to settle into the Dunedin community.

"Our volunteers come from various walks of life. We have international students as well as those who are born and bred in Ōtepoti for generations. What they all share is a commitment to the Red Cross cause; a passion for human rights, compassion for vulnerable people and the desire to make a positive impact in their local community.

"This deep commitment amongst the team fosters a sense of community ownership and involvement. Volunteers often experience personal growth and development and gain a better understanding of resilience from those they support."

Members of a Refugee Support Volunteer Team in Dunedin. Top row: Steve and Lily, (Bottom row) Carolyn and Khaled.

From start-up to success

House of Science Wellington has gone from start-up to success in 18 months, thanks to a concerted volunteer effort, and good volunteer management.

Branch Manager Cate Shave said, "I'm super passionate about our cause of bringing science into schools, and I find it really rewarding bringing people together."

House of Science NZ aims to improve scientific literacy in schools by providing resource kits for engaging science lessons.

A grant from WellingtonNZ enabled the Wellington branch – but everything else, from finding a space (thanks Miramar Central School!), getting equipment, and establishing a volunteer team, had to be created from scratch.

"I've worked in the volunteer sector before, so I knew it would happen," said Cate.

Social media posts, and advertising through Volunteer Wellington, drew equipment such as tables and shelves to furnish the office space, and the volunteers.

Onboarding and induction were important: "I wanted to ensure that volunteers were coming to an organised, professional space, where they would be well cared for."

Cate created an induction package, including written materials, so that all volunteers would feel respected and know the expectations. "That's worked well for us, as volunteers have stayed around and we now have a solid team of people."

Good systems were implemented, including a clear way for drivers to be reimbursed for mileage.

Cate says as a branch of House of Science NZ, they have the best of both worlds – quality control and fundraising and administrative support at a national level, as well as

the autonomy locally. Roles can be tailored for different volunteers, for example for those who like problem solving, or young Duke of Edinburgh students with their own perspective.

Volunteers understand the impact of their work. "Every fortnight we're sending out blue boxes filled with resource kids to any of the 44 schools from Seatoun to Pukerua Bay. The teams unpack, clean, and restock the kits – over 400 in the last year, reaching 30,000 students. I share feedback from the schools and kids who are excited about learning science concepts."

Other benefits for the volunteers are the friendships they make, and the way diverse people, including migrants, feel more connected to the community.

House of Science Wellington was announced as the winner in the Education & Child/ Youth Development section of Wellington City, Wellington Airport Community Award 2024.

Setting goals for hospital volunteer service

Volunteer services at Health New Zealand Te Whatu Ora Waikato has set goals for training, recruitment, and recognition, based on best practice.

"When you're a volunteer service within a professional organisation, the Volunteer Best Practice Guidelines give you permission to refer to best practice," says Chris Atkinson, volunteer advisor at Health New Zealand Te Whatu Ora Waikato.

She says their volunteer service is "doing a lot with a little" – setting achievable goals for their service which had to re-start after Covid brought it to a standstill.

"For 18 months, we had no volunteer recruitment, so that's a huge gap to fill. But there is great opportunity, especially with new volunteers being more techie."

The service has introduced new online training modules for volunteers, and qualifications show on their record.

Chris has had a one-day-a-week role at Waikato Hospital for nine years, and also formerly worked at Volunteering Waikato. She is a big fan of the Volunteer Best Practice Guidelines, co-designed with the sector and published in June 2023. She is advocating for all new services to incorporate best practice. For example, they are currently involved in a co-design process for a potential new service similar to Rotorua Hospital's 'No-one dies alone'. If the pilot scheme goes ahead, it will embed principles of best practice.

"It helps clinical staff to understand the volunteer service isn't some kind of amateur hour; we too have professional guidelines."

Best practice includes good communication with new volunteer recruits about what screening is required, how long it might take and why it's needed for certain roles. Volunteer needs are central, such as online training as it's quicker and more accessible, and making volunteers feel part of their own team even in a large, hierarchical organisation.

Fieldays volunteers get 'best practice' treatment

Volunteers for the annual Fieldays event can be assured of 'best practice' treatment, after new processes were introduced in recent years.

Beth Jobin, People and Culture Executive at the New Zealand National Fieldays Society, says when she stepped into her role two years ago the recruitment and onboarding process of volunteers was a matter of "filling in a form, attend a pre-event briefing, then turn up for the event".

"We needed to understand and implement better ways of attracting, recruiting and onboarding volunteers."

Measures included introducing an onsite orientation session where new volunteers are informed about the background to the NZ National Fieldays Society, the Fieldays event, what their role in helping deliver it would be and a site tour. At a pre-event briefing, they meet other volunteers, receive a goody bag, and are provided with a uniform to use for the duration of the Fieldays event.

This year, Beth trialled a buddy system and gave volunteers a chance to experience a variety of roles. During the Fieldays event, she focussed on visiting all the volunteers to answer any queries and offer support.

Post-event, volunteers were asked about their experience, how well they were supported, and their ideas for improvement, through online surveys.

The Society uses a digital volunteer management system – Rosterfy – for contact details, training, and for volunteers to record hours, which is achieved by checking in and out of their allocated shifts.

"It gives volunteers control over what they do. There have been some challenges in getting all volunteers to use Rosterfy but in general it works well for us."

Recognition and reward is an important practice for the Society and supports the retention of volunteers. The Society issues digital badges to recognise milestones and other service through the Rosterfy platform and extends an invite to an annual awards event.

"Volunteers have a massive impact; we would not be able to run our event without them. We value them greatly and work hard to acknowledge their contribution and effort. Our volunteers love being part of such an iconic, global event."

Briar, Judith & Hazel Elliot attend Fieldays every year

Parking team:
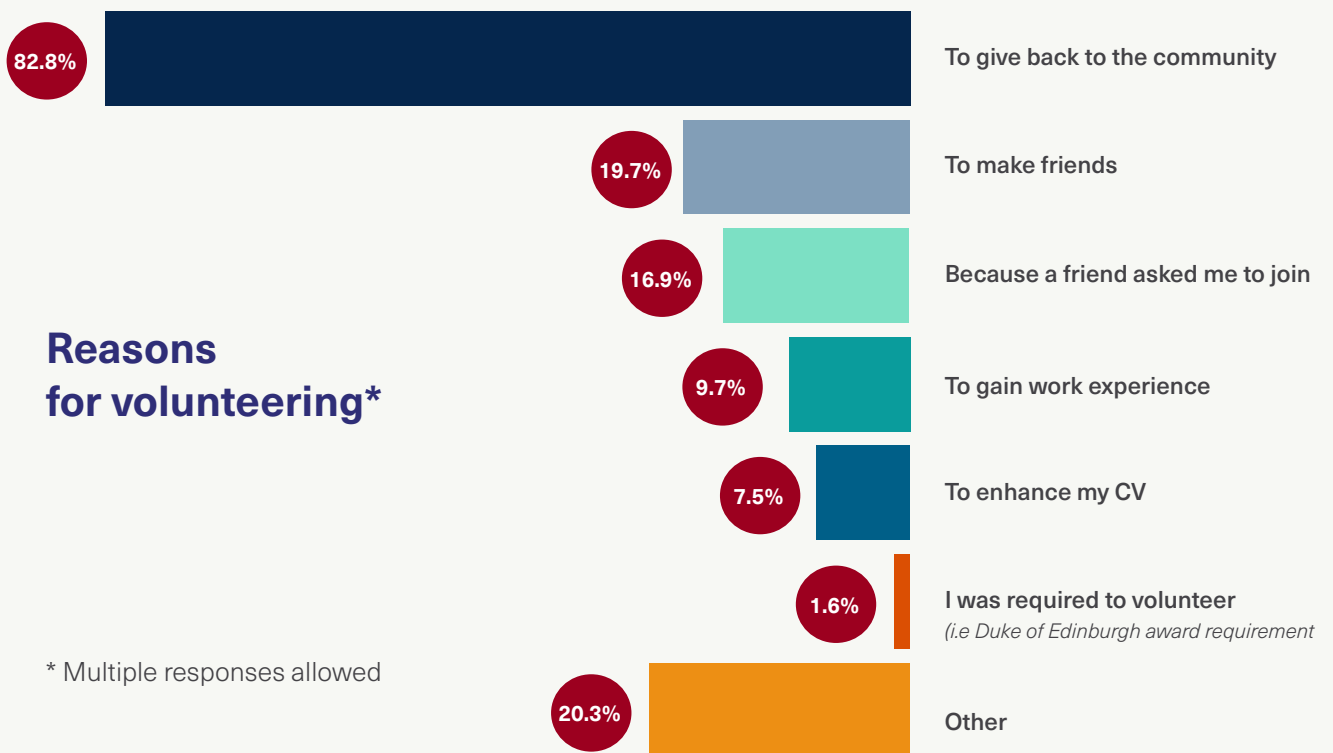*Ethan McKee, Greg Coffey and Chris Horsfield*

Joel Chernishov

Section 2:
Motivations and Barriers
for volunteers

The overwhelming majority of volunteers are motivated by a desire to give back to the community. 82.8% of respondents stated that one of the main reasons they chose to volunteer was because they wanted to give back to the community. Other motivations for volunteering include a desire to make friends and meet people, with 19.7% of respondents stating that this was a major motivation for them. 16.9% of respondents also noted that one of their main motivations for volunteering was because they were asked to do so by a friend, highlighting the social dimension of volunteering.

9.7% noted that they were motivated because of the possibility of work experience, and 7.5% stated that enhancing their CV was a major motivation in deciding to volunteer.

Reasons for volunteering*

* Multiple responses allowed

Value	Reason
82.8%	To give back to the community
19.7%	To make friends
16.9%	Because a friend asked me to join
9.7%	To gain work experience
7.5%	To enhance my CV
1.6%	I was required to volunteer (i.e Duke of Edinburgh award requirement
20.3%	Other

Social connections

Research by Volunteering New Zealand and other organisations over the past decade or so has shown a consistent link between volunteering and social connections. Almost all volunteers identify a socially related motivation in some way. These could include straightforward motivations, such as making friends, as well as a broader notion of social connection, such as wanting to help those in the community.

SOV2024 has highlighted an important motivation that has not emerged in previous iterations of the report. Many volunteers comment on family links convincing them to volunteer. A large proportion of volunteers have family members involved in the same organisation.

Motivations for volunteering can also be a highly personal matter. Volunteers talked about personal links motivating them to volunteer:

> "My friend died of cancer 20 years ago, and ever since I have volunteered for cancer-related causes."

> "I was helped by [the organisation] 23 years ago. Since that fateful day, I have wanted to volunteer to give back and to thank them for what they did for me."

> "[The organisation] helped my daughter when she was very sick. I will never forget their support. I want to give back and volunteer in memory of my daughter but also because of the strong link I feel to my late daughter when I volunteer for this cause."

Another way volunteers are motivated by personal reasons is the way many use their private hobbies to guide their volunteering activity. Almost all respondents from a nationwide charity focusing on horse-riding, for example, said that they decided to volunteer for the organisation because horse-riding was their hobby. Volunteering was a good way for them to use their personal hobby and spread its joy among a wider population. Amateur radio enthusiasts are the main group of volunteers for a charity specialising in providing radio communications for search and rescue operations.

Volunteering has notable effects on wellbeing and mental health.[3] Volunteering as a way to promote one's mental and physical health was reflected in a significant share of responses:

> "Volunteering gets me out of the house, where I spend too much time in my head. … It has improved my anxiety."

> "Volunteering with [the organisation] has improved my confidence so much. I've become less shy and more outgoing and feel much more positive about life."

> "I volunteer to keep active and involved with people in retirement."

> "I like volunteering to keep active as I am getting older. It is useful for extending my lifespan!"

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3   Jerf Yeung, Zhuoni Zhang, and Tae Yeun Kim, "Volunteering and Health Benefits in General Adults: Cumulative Effects and Form" BMC Public Health 18 (2018): https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-017-4561-8

Barriers to volunteering

Alongside these key motivations for volunteering, however, there are also barriers to volunteering that are identified by volunteers.

One major barrier, which has already been discussed in Section 1, is the challenge of having less time and disposable income. Volunteering requires time and often means one foregoes paid work. This is proving an especially major barrier for volunteers given the current cost-of-living situation.

There are regional differences. Those in large urban centres report feeling the cost-of-living situation impacting their volunteering activities more acutely than those in rural or small urban areas. Those in large urban centres are around twice as likely to report the cost-of-living situation as being a barrier to them undertaking volunteering work. Explanations for this could include that urban centres have higher costs of living (thereby adding further pressures to undertake paid employment rather than doing volunteering) and, relatedly, urban centres may have more opportunities for paid work (thereby inducing prospective volunteers to do paid work instead of volunteering).

Health and safety concerns are noted by some volunteers as a major barrier for their volunteering work. Several volunteer ambulance crews note that their volunteering work is often unsafe, especially in rural areas or in busy urban centres with a high risk of assault from members of the public. Volunteers involved in community patrols and security note that there is a growing risk of physical violence, and safety issues are becoming more obvious. These concerns about health and safety act as barriers for volunteers and often force current volunteers to evaluate their future with the organisation.

Volunteers have recently pointed to the emotional toll of some kinds of volunteering. These emotional costs are often a barrier to volunteering:

> **"Sometimes a resident may pass away, or their health deteriorates quickly. It is sad to witness that."**

> **"Our members have a neurological condition such as Parkinson's Disease or have suffered strokes. I hate seeing some of them go downhill and even die."**

> **"The mental toll attending cardiac arrests and deaths often puts me off volunteering any further."**

Recognition and reimbursement

Many volunteers state that recognition and acknowledgement of their work is inconsistent or non-existent:

> **"I have been slogging away as a volunteer for over 16 years but have barely received more than an informal word of thanks from my volunteer supervisor. It would be nice to have something more formal to recognise my work as I think this would encourage others to volunteer too."**

Volunteers involved in larger organisations (i.e. those involving 500 or more volunteers per year) tend to report higher rates of reimbursement and formal recognition for their work. This includes formal awards and milestone celebrations. Volunteers involved in smaller organisations, especially those engaging fewer than 50 volunteers per year, report very low rates of reimbursements but higher levels of informal recognition and encouragement.

> **"It is a major issue not being able to recover any costs e.g. if I am required to take work off to help with a disaster this comes out of my own pocket, or I have to use leave. We are not recognised compared to [some other organisations]. I think businesses should be getting something back for encouraging volunteers' work."**

There is no statistically significant difference between reimbursement rates across the regions, nor is there any significant differences between how organisations in different regions recognise and acknowledge their volunteers.

Most volunteers are not reimbursed for any out-of-pocket expenses incurred while volunteering. 59.7% of volunteers do not receive any reimbursement for expenses incurred while volunteering. 27.2% receive some degree of reimbursement while only 13.1% are reimbursed fully for expenses incurred while volunteering.

The Big Shout-out is a national campaign during June to recognise, thank and show our appreciation for volunteers. National and regional-led events celebrated thousands of volunteers across a broad range of communities.

Favourite parts about volunteering

Social connections and interactions

"The social aspects of working with colleagues and members of the public."

"The people contact. I love interacting with people and encouraging them to interact with others. Then seeing them shine when they do so."

"Meet new people. As an international student I feel it's a great opportunity to make new friends."

Learning and skills development

"Learning many valuable skills that could be useful in the future."

Helping others and making a difference

"Sense of contributing to and connecting with my wider community. Sense of helping others and doing something positive."

"Seeing the youth members grow their skills - feels like I've made a difference."

Feeling useful

"I like to feel useful."

"Being able to feel like I am doing something useful and helpful."

"Giving myself confidence in my own abilities and usefulness."

Least favourite parts about volunteering

Administration and bureaucracy

"I'm the Treasurer and getting receipts from some people can be a drag"

"Filling out vehicle travel log book."

"All the bureaucracy and administration we have to do whenever we want to get anything done."

"The current situation with the changes to Incorporated Societies is the biggest challenge"

Onerous training requirements

"The stringent qualification requirements."

"Classroom lessons. They are boring."

Time away from other friends and family

"The time away from my family."

"Sometimes it takes up a lot of my free time, which I don't always mind but means there can be a disconnect with family and friends"

Lack of recognition and respect

"Having to deal with favouritism and internal politics."

"The toxic culture at the organisation's higher levels."

"Lack of Māori inclusion and diversity."

"There is no integrity. No respect given. And a huge bullying culture endorsed at the top."

Informal volunteering

Formal volunteering captures only one aspect of volunteering, with many respondents volunteering directly and informally in addition to their organisation:

Average time per fortnight spent on informal volunteering

Legend:
- 1–2 hours
- 3–5 hours
- Less than 1 hour
- 6–10 hours
- More than 10 hours
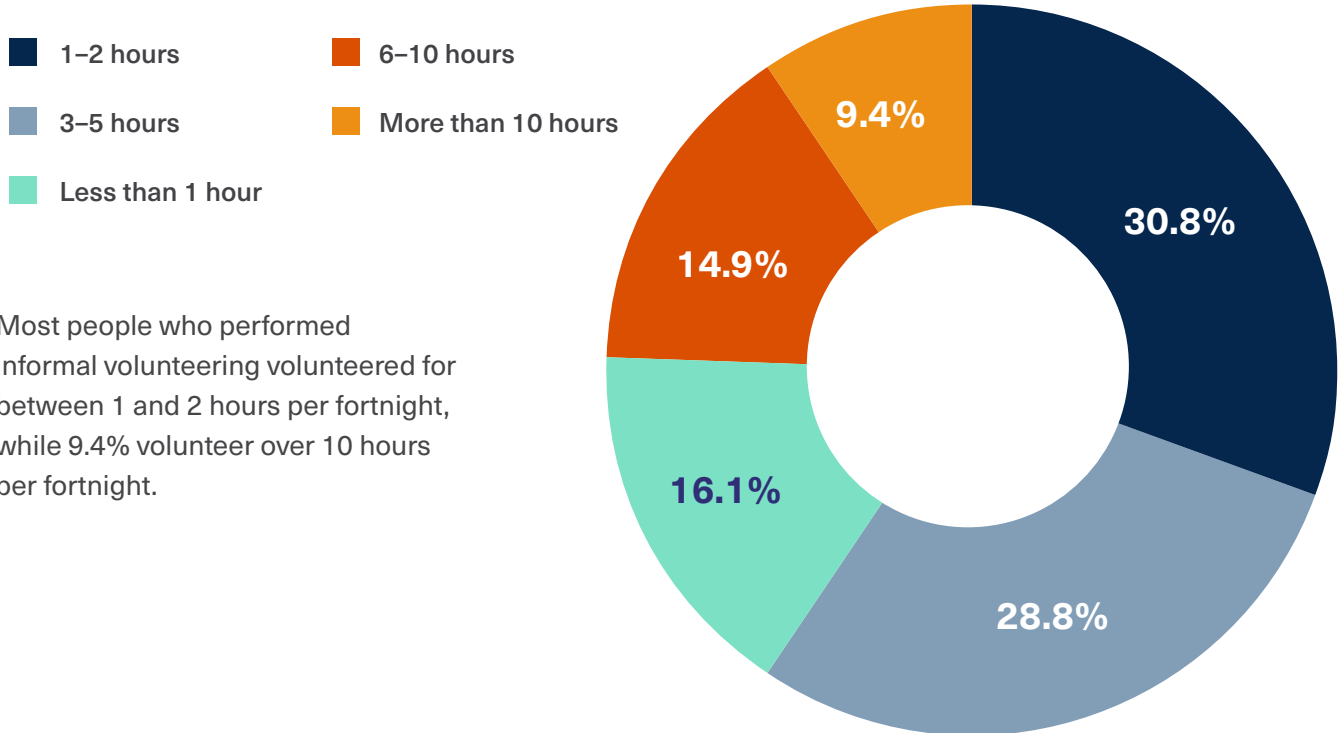
Most people who performed informal volunteering volunteered for between 1 and 2 hours per fortnight, while 9.4% volunteer over 10 hours per fortnight.

Chart values: 30.8%, 28.8%, 16.1%, 14.9%, 9.4%

These figures are difficult to rely on, however, as respondents diverge widely in their ideas of what constitutes informal volunteering. There remains a lack of conceptual clarity around what constitutes informal volunteering for most respondents.

When asked to give examples of informal volunteering activities performed in the past two weeks, around half of respondents mention volunteering activities that are generally considered *formal volunteering.* For example, many respondents mention volunteering for various organisations, serving on charitable committees and boards, and coaching school sports teams. Many respondents also mention helping in churches or marae, showing further disagreement about what comes under the purview of volunteering, on the one hand, and informal and formal volunteering, on the other hand.

Need for better statistics

Organisations continue to voice the need for more and better data and information from official sources, such as Statistics New Zealand. Previous reports on volunteering from the Labour Market Surveys were invaluable for informing the sector's policies and practices, but the lack of recent data has severely impacted the sector's ability to plan.

Section 3:
Challenges Facing Voluntary Organisations

Voluntary organisations continue to face challenges across a range of areas, including in recruiting and retaining volunteers, navigating bureaucratic and administrative processes, obtaining funding, and improving the way their work is perceived by the public and those in power.

Bureaucratic burdens and administrative hassles were noted by almost all respondents. Two areas that are especially burdensome are police vetting and health and safety regulations. While these are seen as essential, organisations note that they take up a significant portion of their time:

> **"Police vetting often takes 3 to 4 weeks turnaround. By then many volunteers have lost interest in our practical support placements. And our clients are without support for longer."**

> **"Compliance changes (e.g. health & safety) have led to a difficult situation where governance is responsible for compliance while volunteers need to do the work."**

> **"Making sure we comply with OSH [occupational health and safety] regulations is very difficult. All our volunteer manager does is basically OSH."**

Funding challenges

Obtaining contestable funding and grants continues to be a challenge for most small and medium-sized organisations:

> **"Funding is increasingly competitive and difficult to obtain."**

> **"It's tough and funding applications are very involved"**

> **"Funding is really difficult for small local organisations like ourselves who are almost entirely reliant on grants."**

Some organisations report having to write grant applications every year to sustain their operations. They report that they find this exhausting as well as emotionally draining, as whether or not their organisation will survive another year depends on whether they are successful in obtaining the grants they apply for.

Volunteer recruitment and retention

Recruitment and retention of volunteers is a perennial challenge.

49.8% of organisations reported that ageing volunteers are among their greatest challenges. This is combined with a near-universal belief that it is difficult to engage younger volunteers:

> **"It is becoming increasingly difficult to have young people interested in volunteering when they are interested in paid work opportunities."**

> **"It is hard to engage younger people. They are too busy with their own lives. Our volunteers are older. Many of these are pushed for time too (grandchildren etc)."**

Some organisations[4] express stereotypical attitudes about attracting younger volunteers, which other research has proven to be inaccurate:

> **"More younger people have mindset of no pay no work."**

> **"It appears young people … prefer short term CV building volunteering."**

Many organisations are aware that attracting younger volunteers requires work and effort on their part:

> **"The nature of volunteering is changing and there is a real need to ensure it is relevant to younger demographics. The onus is on us."**

> **"We need to make ourselves more attractive to young volunteers and change how we do some of our processes. Without that, we will struggle with our ageing volunteer problem."**

51.7% note that not having enough volunteers is among their biggest challenges, while 65.4% of organisations note that their biggest challenges include not having enough time or resources to support their volunteers.

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4   Charlene Shannon et al. "Understanding Constraints Younger Youth Face in Engaging as Volunteers" Journal of Park and Recreation Administration 27, no. 4 (2009).
Barry Checkoway et al. "Young people as competent citizens." Community Development Journal 38, no. 4 (2003).
James Younnis and Miranda Yates. Community Service and Social Responsibility in Youth. Chicago University Press (1997).

How much of an organisation's workforce has left in the last 12 months

Category	Percentage
None	20.6%
5–10%	48.4%
11–15%	10.6%
16–20%	7.9%
Over 20%	12.5%
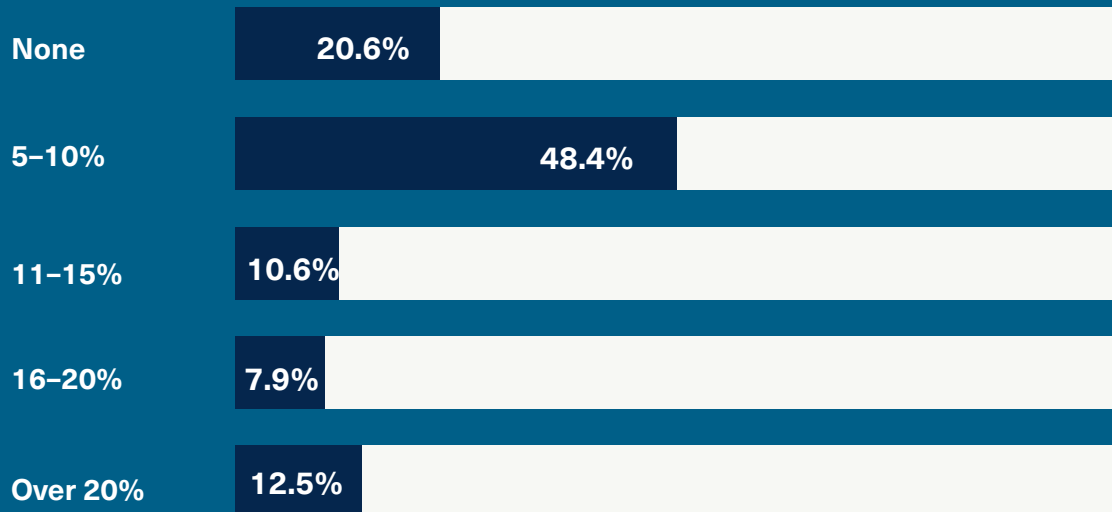
Retention rates are mixed, with 20.6% of organisations reporting that no one left their organisation in the last 12 months. However, over 20.4% of organisations report that 16% or more of their volunteer workforce has left their organisation in the past 12 months, and 12.5% report that over 20% of their volunteer workforce has left in the past 12 months. 48.4% of organisations report a turnover rate of 5-10% of their volunteer workforce leaving in the past 12 months, which is the most common response.

These turnover rates are not uniform across the different regions of New Zealand. Analysis shows important disparities between turnover rates among different areas.

Reflecting previous reports about turnover rates in large urban centres compared to smaller rural areas, the largest urban areas in New Zealand (Wellington, Auckland, and Christchurch) had the highest proportion of volunteers who had been volunteering with their organisation for less than 12 months.

The smaller rural areas (such as Gisborne-Tairāwhiti and Southland) had lower rates of volunteers who had been volunteering for less than 12 months.

Northland, Southland, Waikato, Bay of Plenty and Taranaki had significantly higher than expected levels of volunteers who had been involved with the organisation for more than 15 years.

Organisations continue to voice the need for more and better data and information from official sources, such as Statistics New Zealand. Previous reports on volunteering from the Labour Market Surveys were invaluable for informing the sector's policies and practices, but the lack of recent data has severely impacted the sector's ability to plan.

Attitudes about volunteering

Attitudes about volunteering are generally positive. However, some pose a challenge to community and voluntary organisations, and to the sector more widely:

> "I do feel some organisations do not recognise the benefits and skills that volunteers can offer. Volunteers are valuable assets to an organisation and their commitment should be recognised."

> "We are heavily reliant on our local Council, who are not nimble in their processes and mindset. This significantly hinders our progress and outcomes, leads to rework and delay. They do not value us as volunteers enough."

> "I don't think volunteers are valued highly enough as a society. Volunteers are often seen as unskilled, 'less than' workforce, but in reality, volunteers are dedicated, passionate and selfless people who deserve enormous respect."

> "I don't think volunteers are really appreciated for all the work they do. A little bit of recognition would help show volunteers that they are an essential part of assisting the community."

A lack of recognition and acknowledgement of the value of volunteering poses a challenge to voluntary organisations as it impedes recruitment. Prospective volunteers may feel that they would not be appreciated for their work.

At the same time, 58.2% of organisations report that they budget specifically for volunteering recognition and 50.0% for training for volunteers. This may highlight that organisations' budgets are still insufficient to meet the aims of recognition, or it may indicate a broader disconnect between what organisations are doing and what volunteers themselves feel is needed to recognise them.

Section 4:
Evolving Expectations and Attitudes about Volunteering

Volunteering is a social activity, inherently connected to society, so evolving expectations and attitudes have a significant impact on how volunteering is done.

There is an increasing expectation that volunteering should be 'fun' and 'not like work.' At the same time, there is a rise in perceptions of volunteering as an obligation rather than a voluntary activity.

> "Volunteering is rewarding but must be seen in its context…volunteering, not a paid employee."

> "Volunteering should be compulsory so that we all learn what it means to care for each other. It should be a compulsory thing in schools for students to volunteer at least a few hours a week."

Volunteering is increasingly being seen as a skilled activity, for which training is important. Onboarding is becoming the norm across organisations, with 84.5% of all organisations reporting that they have at least some form of onboarding process for new volunteers.

Organisations are also increasingly appreciating the importance of a formal exiting process, including through exit interviews. 14.9% of organisations report that they have a formal process for exiting volunteers, such as exit interviews or a thank you event. 37.7% of organisations report some kind of exit process, though with room for improvement. 47.4% of organisations, however, report that they have no formal process at all for exiting volunteers.

Post-Covid impact on sectors and volunteers

The post-Covid period has changed the volunteering landscape significantly. There is a greater focus on social services and health-related volunteering, brought about by attention to health and wellbeing concerns during the pandemic. This has had the effect that other issues have struggled to get more attention from prospective volunteers and funders.

Covid has also made people re-evaluate their priorities, including the value of spending time with friends and family.

These factors have changed the nature and experience of volunteering:

> "Our whole organisation is overstretched and funding poor, so "nice to haves" tend to go by the wayside. The pivot to health and social issues from Covid has deprived us of resources. People burn out."

> "Over the past 3 years, we have gone from being primarily run by volunteers, to being primarily paid staff run. This is in part by design, but also because since Covid-19, volunteer availability and buy-in has significantly dropped off. Our view is that most people can't afford to volunteer their time any more, due to the cost of living rising."

> "I think the state of volunteering has changed post-Covid. During Covid restrictions there was a strong feeling of chipping in and building community, we had a surge of volunteering enquiries. Now it feels as though people are feeling tired and are reassessing their priorities and focusing more on their families and homes."

Re-evaluations of priorities after the Covid-19 pandemic has also continued to drive the trend of volunteers expecting their volunteering activity to be values-aligned and impact-driven. Younger volunteers are especially driven by volunteering for causes that align with their social values.

State of Volunteering differences

Despite these challenges and evolving expectations, the State of Volunteering remains fairly positive across New Zealand and its different regions. However, there are differences between how organisations and volunteers rate the State of Volunteering.

Volunteers give the State of Volunteering an average (mean) rating of 6.8 out of 10. Organisations are less positive about the State of Volunteering, with an average (mean) rating of 6.3 out of 10.

Average rating for the state of volunteering for organisations and volunteers

Volunteers	6.8
Organisations	6.3

0   5   10

Auckland, Canterbury, and the Bay of Plenty had the lowest proportion of respondents rating the State of Volunteering 10/10, while Northland and the West Coast had the highest proportion.

Section 5: Ethical and Inclusive Volunteering

Most volunteers enjoy their volunteering work, and are treated fairly and respectfully. The majority are also valued for their skills, and feel like they can have a positive impact on their organisation and on society. However, there are some important disparities across age cohorts and ethnic groups.

Ethical and inclusive volunteering is not only good practice, but it is also an important tool for improving recruitment and retention. Volunteers who felt like they belonged were much more likely to indicate that they intended to stay long term.

Volunteers' experiences of ethical and inclusive practices

Individuals who gave an agreement rating of 4.5 out of 5 or greater for the statement *'I feel like I belonging to the organisation I volunteer with'* were around three times more likely to continue volunteering with the organisation, compared to those who rated it below 4.5 out of 5.

Similarly, individuals who gave an agreement rating of 4.7 out of 5 or greater for the statement *'I am treated fairly and respectfully'* were two and a half times more likely to continue volunteering for the organisation compared to those who rated it below 4.7 out of 5.

Most volunteers report feeling that their skills and contributions are valued at their organisation, though there are some disparities across age cohorts and ethnic groups.

Volunteers 26 years and under were significantly less likely to report that their skills and experiences are highly valued at their organisation (i.e. giving an agreement rating of 4.5 or higher out of 5). Those over the age of 76 years, on the other hand, were significantly more likely to report that their skills and experiences were highly valued at their organisation.

Māori are the ethnic group most likely to report that *their skills and experiences are highly valued at their organisation*, with most respondents reporting an agreement score of 5 out of 5. Asian peoples reported slightly lower rates of agreement with the statement their skills and experiences are valued at their organisation.

Most volunteers feel that they are *treated fairly and respectfully,* though there are disparities across age and ethnic groups.

Older volunteers 66 years and over were more likely to report that they were not treated with full respect compared to younger cohorts, and are more likely to report that they were treated with disrespect. Volunteers below 26 years of age are also more likely to report not feeling that they are treated fairly and respectfully.

Māori volunteers were the group that reported the highest agreement with the statement that they felt like they were treated fairly and respectfully, with most respondents rating their perceptions of fair and respectful treatment 5 out of 5. Asian and Pacific peoples are the groups less likely to report that they were treated fairly and respectfully at their volunteering organisation.

Māori were also significantly more likely than other groups to rate the *overall State of Volunteering* as 10 out of 10, with European peoples (including New Zealand European and Pākehā) rating the State of Volunteering lower than other groups.

Volunteers under 18 were less likely to rate the State of Volunteering positively, while the oldest age cohorts (76 years or over) were the most likely to give a rating of 10 out of 10.

Percentage of volunteers who agree with the statements

When survey respondents were asked a series of questions about how they feel about volunteering, the majority strongly agreed with the statements
(5 out of a 0-5 scale).

Legend:
- My skills and experience are valued at the organisation
- I enjoy volunteering with the organisation
- I feel my work has a positive impact on the community
- I am able to connect with the community/ communities
- I am treated fairly and respectfully
- I feel like I belong to the organisation

0 = Strongly Disagree; 5 = Strongly Agree
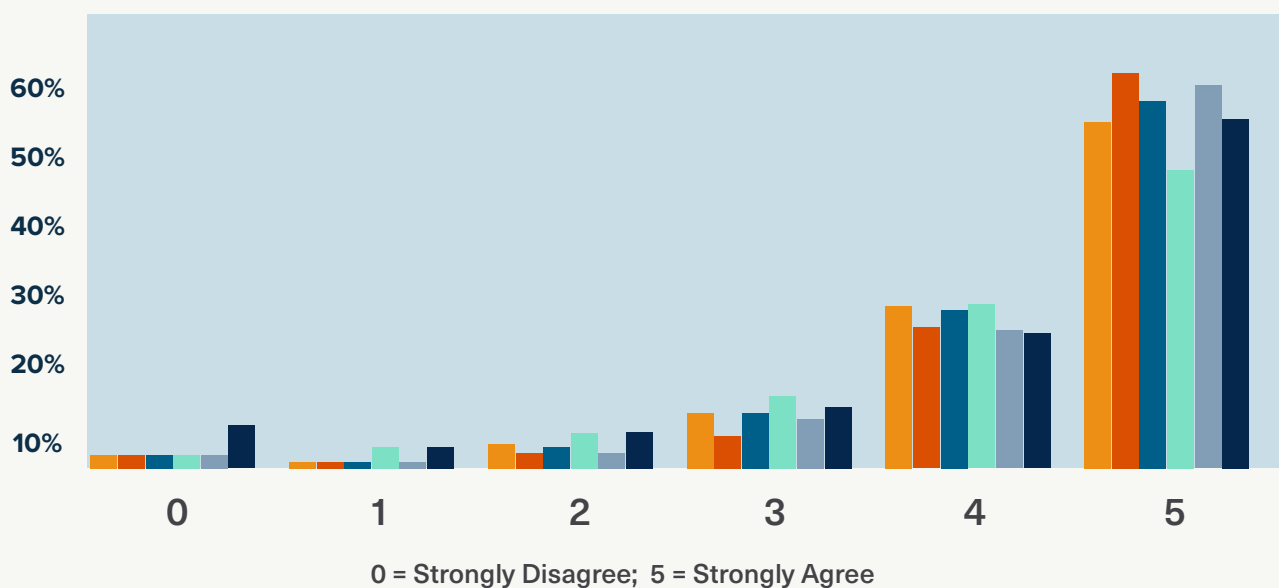
Organisational responses to ethical and inclusive practices

Many organisations are aware of the dangers of migrant exploitation when involving recent migrants in volunteering:

> **"There needs to be a much better understanding about rules and regulations around volunteering for people of ethnically diverse backgrounds so there is little room for exploitation."**

One barrier to ethical and inclusive volunteering identified by many organisations is their lack of funding and space. Lack of funding means that organisations are unable to safeguard volunteers as well as they want to, cannot reimburse volunteers for out-of-pocket expenses, and are not able to help the community through their work as much as they could.

> **"We're homeless at present so we are losing some members as we shift from venue to venue. Hopefully this will end soon. Also, we have to pack and unpack and transport lots of boxes of equipment every week. It's a pain."**

> **"Our budget limitations mean that we cannot prioritise EDI [equality, diversity, and inclusivity] initiatives. We would love to be able to reimburse our volunteers for their petrol and food but we don't have the money to do that at the moment."**

Organisations are increasingly becoming aware of the need to monitor and evaluate their volunteering programmes for ethics and inclusivity. 26.6% of organisations run regular evaluations and surveys of their volunteers and volunteering programmes, while an additional 3.9% also use a formal online assessment tool designed for evaluating the quality of volunteer programmes (such as InvolveMe). 35.4% of organisations monitor some parameters of their volunteering programme, such as hours and numbers of volunteers, but do not evaluate quality and inclusivity factors. 34.1% do not evaluate or monitor their volunteering programmes.

Organisations tracking parameters relating to equality and diversity
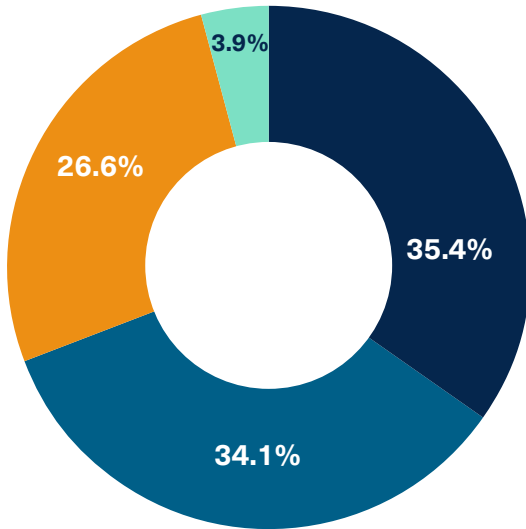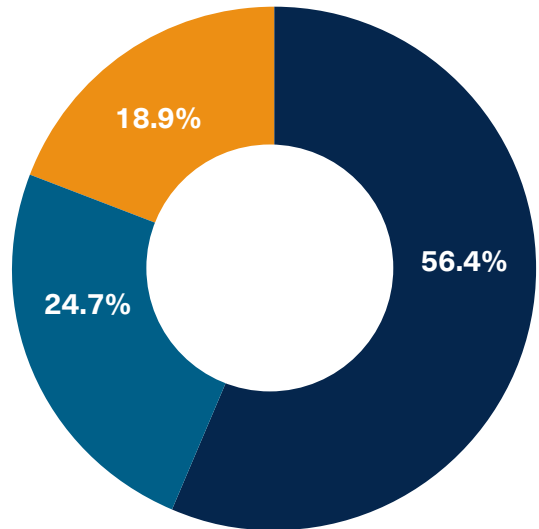(for example, tracking the demographics of service users)

- Yes
- No

53.7%

46.3%
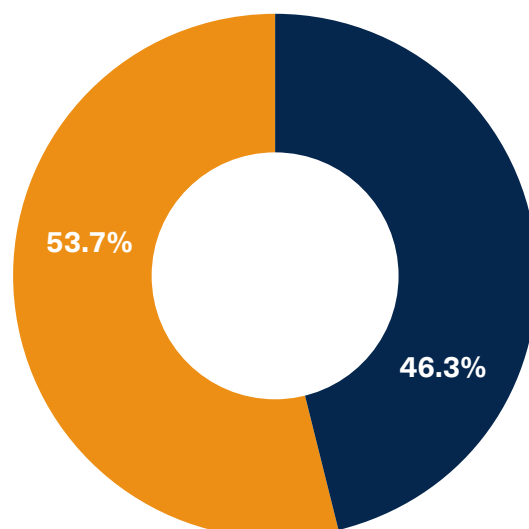
Organisations with a diversity and inclusion strategy

■ Yes we have one

■ No, but we have concrete plans to create one

■ No, and we have no plans to create one.

**56.4%** — **18.9%** — **24.7%**

Organisations that evaluate the quality of their volunteer programme

■ Count numbers and hours but find it hard to evaluate quality

■ Do not evaluate the quality of volunteer programme at all

■ Regular evaluations and surveys of volunteers and volunteering programmes

■ Use online assessment tools or platforms, e.g. Involveme

35.4% — **34.1%** — **26.6%** — **3.9%**

Volunteer organisations that reflect the diversity of Aotearoa New Zealand

■ Reflect many aspects of Aotearoa, New Zealand's diversity, but still room for improvement

■ Very diverse volunteer workforce drawn from all sections of society

■ Reflect some aspects of Aotearoa, New Zealand's diversity, but volunteers are not drawn from all sections of society.

■ Do not reflect the diversity of Aotearoa, New Zealand

32.9% — **29.2%** — **26.8%** — **11.1%**
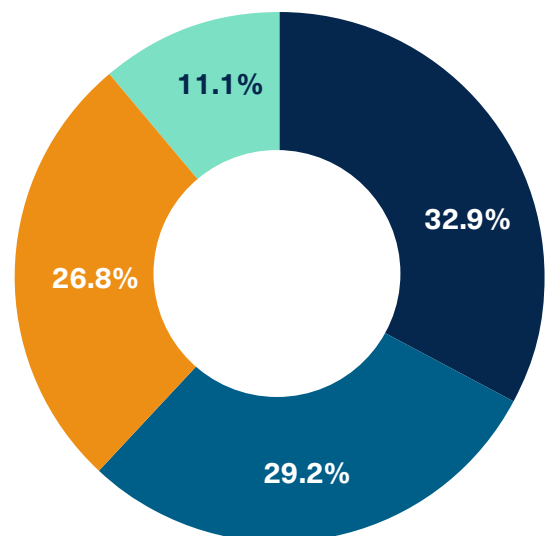
Conclusion and Recommendations

This report has highlighted and explored voices across the community and voluntary sector ranging from grassroots volunteers, managers of volunteers, leaders of organisations, and other stakeholders. These findings have important implications for volunteering practice.

Stakeholder feedback on the SOV

In a separate survey about the value of our biennial State of Volunteering reports, respondents said the reports are useful and valuable to the community/voluntary sector as a whole (rated 4.6 out of 5). They agreed that 'the reports are useful and valuable to my organisation and its work' (4.5 out of 5), but fewer organisations had 'changed how we do things as a result of something reported in the State of Volunteering' (3.2 out of 5).

Some comments were:

> **"I have used the most recent report's findings to advocate for positive and strategic organisational change. It was great to have access to sector-wide information."**

> **"Have used data in advocacy work and in shaping workshops on volunteering engagement, recruitment, and role development."**

> **"Used to support advocacy of the value of the community sector and also to raise awareness of the awesomeness of volunteering in Aotearoa NZ."**

Here then, is a summary and recommendations from the five sections of this report. Volunteer managers can use the recommendations to advocate for improving the status and value of volunteers.

Section 1: The Changing Landscape of Volunteering

The long-tail of the impacts of the Covid-19 pandemic and the rise in cost-of-living has had a significant impact on volunteering practice, affecting previously accepted norms and patterns of work.

The 'civic core' of a few people doing the most hours appears to be eroding. Organisations may need to adjust their practice so that more volunteers can contribute a smaller amount of time.

There has also been a rise in online-only voluntary organisations, post-Covid. Different communities have diverse experiences and expectations of volunteerism.

The importance of accessible and reliable research and data

For voluntary organisations to respond best and quickly to the changing landscape of volunteering, the community and voluntary sector needs to have better access to up-to-date population-level research and data on volunteering.

The State of Volunteering reports provide a vital snapshot into the community and voluntary sector, but reliable and representative population-level data is essential for longer-term planning and strategy development for the sector. These population-level insights require significant sampling and statistical resources that exceed the current capacities of the community and voluntary sector.

The changing landscape of volunteering means that research and data analysis needs to be conducted more frequently and targeting a broader group of New Zealand's population. These require the use of Time Use Surveys, Quarterly Labour Market Statistics analysis of unpaid work, and analysis of Census Data – tasks that are resource-heavy, time-consuming, and dependent upon specialised statistical skills. Such research is best done by specialist organisations such as Statistics New Zealand working in close partnership with the community and voluntary sector.

RECOMMENDATION 1:

Organisations need to be prepared to respond to the continued possibility of ongoing disruptions and changing ways of volunteering and be prepared to change their practices to enable volunteer participation into the future.

RECOMMENDATION 2:

The community and voluntary sector should advocate for population-level research and data on volunteering.

Section 2: Motivations and Barriers for Volunteers

Most volunteers are motivated by a desire to give back to the community. The social connection, family involvement and personal links are all motivating.

However, there are also barriers to volunteering that are identified by volunteers. Health and safety concerns and the time to vet volunteers can be barriers for volunteers.

RECOMMENDATION 3:

Organisations should review their onboarding processes such as screening and vetting, to ensure they are appropriate for the volunteer role.

Section 3: Challenges Facing Voluntary Organisations

Voluntary organisations continue to face challenges across a range of areas, including in recruiting and retaining volunteers, navigating bureaucratic and administrative processes, obtaining funding, and improving the way their work is perceived by the public and those in power.

Organisations that reported the best performance and engagement had effective grassroots leadership, sound strategies in place for managing volunteers, and a wide range of skills and experiences (including in strategy and fundraising) reflected at all levels of the organisation.

RECOMMENDATION 4:

Smaller organisations, in particular, should become more strategic about volunteer engagement. Volunteer managers need to advocate for volunteer activity to be properly resourced and positioned to enable the organisation to achieve its goals.

Section 4: Evolving Expectations and Attitudes about Volunteering

Volunteering is increasingly being seen as a skilled activity, for which training is important. An onboarding process is becoming the norm across organisations and some are adopting a formal exiting process. There is a greater focus on social and health-related issues for volunteering; and some people are choosing to volunteer less or to expect their volunteering activity to be values-aligned and impact-driven.

RECOMMENDATION 5:

Volunteer managers should develop good processes for recruiting and retaining volunteers. They should also be open to other ways for people giving their time, and be flexible and responsive in their approach.

Section 5: Ethical and Inclusive Volunteering

The experience of volunteering can be variable for volunteers. Volunteers who felt like they belonged to the organisation they volunteer for were much more likely to stay long-term. Most volunteers say their skills and contributions are valued at their organisation, though there are some disparities across age and ethnic groups.

Promoting diversity and inclusion is about developing a welcoming, caring, and inclusive ethos and volunteering environment.

Organisations are starting to implement the new Best Practice Guidelines. This has been illustrated in some of the stories featured in this report. Organisations that implement ethical and inclusive volunteering practices will attract and retain volunteers.

RECOMMENDATION 6:

Volunteer managers should become familiar with, or get training in, the Volunteer Best Practice Guidelines. Put into practice across different stages of the volunteer life-cycle, they will help transform volunteer experiences.

Tūao Aotearoa
Volunteering New Zealand

Arataki. Hāpai. Whakamana | Lead. Advocate. Recognise.