REIMAGINING VOLUNTEERING

Summary of Research for Reference and Working Group

Red Cross and Red Crescent Societies have 11 to 12 million volunteers globally. The number fluctuates depending on disasters or crises that emerge in any given year. These numbers are at best stagnating and at worst declining. As this is one of the fundamental principles this requires some thought and careful planning (Hazeldine, 2018).

New Zealand is a leading nation in the contribution of time made by volunteers per capita and this unpaid workforce is vital to the country's non-profit sector. A 2008 study of the volunteering sector estimated volunteers comprise two-thirds of the non-profit sector (Long, 2018).

This document outlines some volunteering research including the definition of volunteering; statistics; motivation and barriers to volunteering particularly focuses on different ethnicities and ages; trends in volunteering; new emerging types of volunteering; and finally volunteer management comprising recruitment, training, and retention.

Definition of volunteering
Volunteering in New Zealand is defined as "work done of one's own free will, unpaid, for the common good" (Volunteer New Zealand, 2019b).

The Māori concept of volunteering is the term Mahi aroha that most closely translates to the concept of voluntary work. Mahi aroha is the unpaid activity performed out of sympathy and caring for others in accordance with the principles of tikanga to maintain mana and rangatiratanga, rather than for financial and personal reward. In the 2001 census, nine out of ten Māori participated in unpaid activates outside the household. Māori find it impossible to distinguish between whānau and community as whānau extends well beyond blood links and these links are even more important when Maori are distant from their tūrangawaewae. This work completed for Māori was rarely if ever, a choice as volunteering is understood to be, rather a moral imperative (Office for the Community and Voluntary Sector, 2007).

Pacific elders and young people consider that Pacific people have a moral and ethical responsibility to care, support, and assist aiga (extended family). Aiga is not a choice, it is a cultural obligation to give of one's time to look after family or care for something that holds traditional value. This sense of cultural identity is based on the foundation of respect. Volunteering for strangers is not required if some Pacific families and communities need help (Webster 2008).
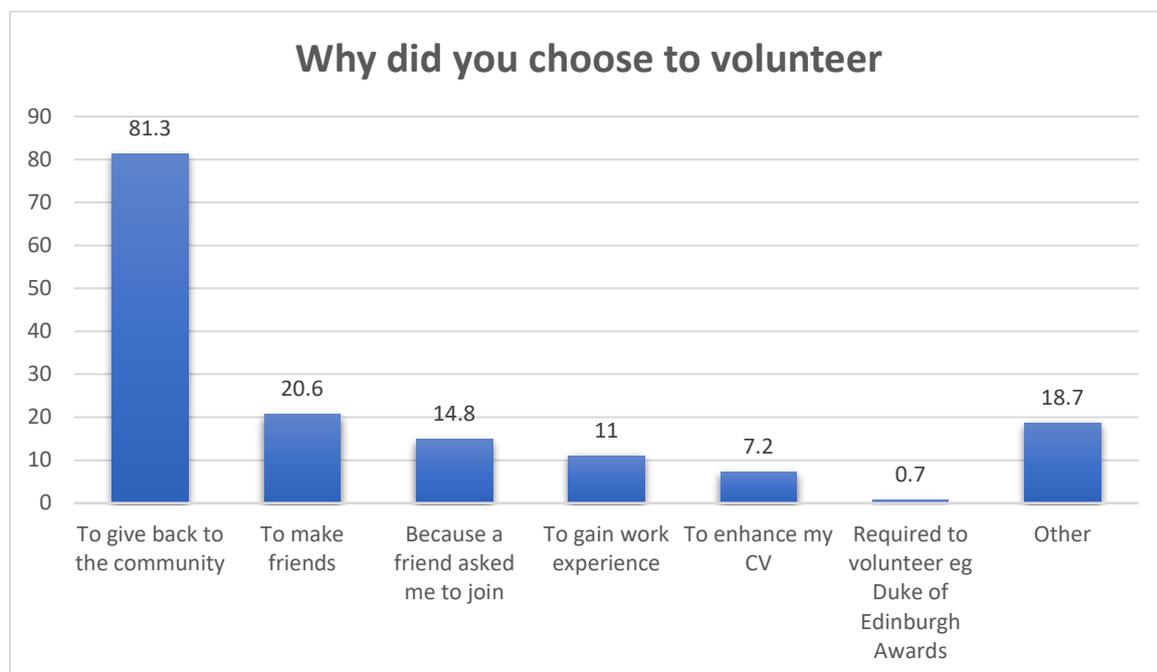
Key statistics

The 2020 State of Volunteering report, shows that one in two New Zealanders volunteer for an organisation or help a person from another household (Volunteering New Zealand, 2020). There is a general lack of diversity across ethnicity, culture, sexual orientation, and gender identity, and age. Of those volunteers who completed the State of the Volunteering survey, over 85 percent identified as Pākehā or European. People over the age of 45 made up 70.8% of all survey respondents, with 31.2 percent over 65. (Volunteering New Zealand, 2020). In 2007, 57 percent of volunteers were female while 43 percent were male (Smith, 2010).

Of the over three thousand people who completed the State of Volunteering report, several volunteers mentioned they had experienced discrimination, bullying, and biased treatment.

In a study completed in the United Kingdom, it was found that approximately half of recent volunteers have given their time to more than one organisation with each volunteer providing an average of eight hours per month (National Council for Volunteer Organisations, 2019, 13).

Motivations and barriers to volunteering

The motivation of volunteers needs to be understood as this impacts role design, recruitment, training, retention, and recognition, all of which will be looked at further in this document. Unfortunately, there is no clear pattern for the motivations of volunteers as it is multifaceted and complex. Volunteer motivations also change over time (Smith, 2010). In the 2020, State of Volunteering report, volunteers listed why they choose to volunteer for the organisation they currently volunteer for:

Why did you choose to volunteer

- To give back to the community: 81.3
- To make friends: 20.6
- Because a friend asked me to join: 14.8
- To gain work experience: 11
- To enhance my CV: 7.2
- Required to volunteer eg Duke of Edinburgh Awards: 0.7
- Other: 18.7

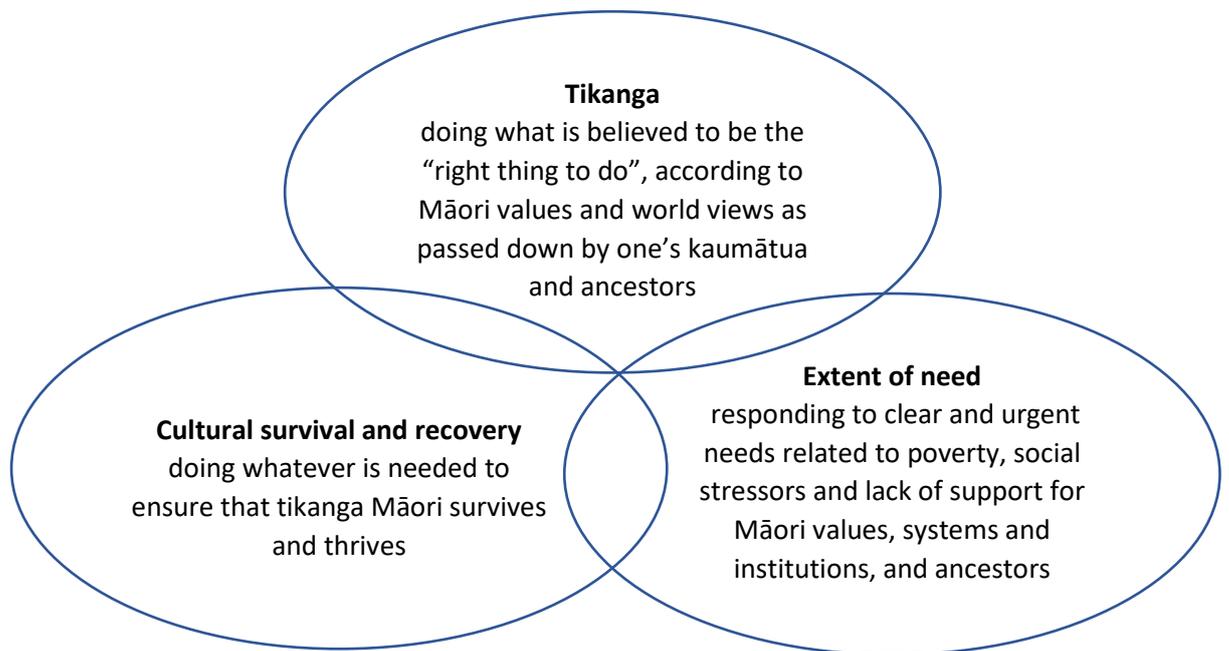There are many barriers to becoming involved in volunteering including:
- time pressures from work, family, caregiving and other leisure activities
- financial barriers
- health and disability limitations
- language and cultural barriers
- personal interest and attitudes toward volunteering
- the image of volunteering and volunteers
- a lack of knowledge about volunteering opportunities
- not being asked
- lack of confidence
- barriers arising from recruitment procedures
- costs associated with volunteering (Smith, 2010)
- With several volunteers mentioning that the increasing administration and regulatory burden was a major barrier to effective volunteering (Volunteering New Zealand, 2020).

Different ages and ethnicities tend to have different motivations and barriers for volunteering, Migrant, Māori, younger and older volunteers are explored in further detail.

The majority (74%) of Migrants volunteered for the purpose of contributing to their communities and building connections with others. Another reason Migrants volunteer is to develop professional skills specific to the New Zealand context. Challenges Migrants face include: bias, discrimination, and racism while volunteering; difficulty accessing information about volunteering opportunities in New Zealand; differing nature and expectations of volunteering compared to their country of origin; and lack of trust and support during volunteering. These challenges are especially acute for recent Migrants volunteers who were former refugees, people of colour and those for whom English is not their first language (Volunteering New Zealand, 2019).

While many Māori had been or were involved in mainstream volunteering especially those with church afflictions, the large majority of mahi aroha undertaken was for Māori individuals or organisations. Assistance to Māori was seen as having priority either because of whanaungatanga connections or because of a sense of duty to cultural recovery. While those involved in volunteering for mainstream organisations were committed to their work, it was not their main priority. If their circumstances changed, this volunteering would be sacrificed rather than assistance to their whānau or Māori. Many people spoken to as part of this research, mentioned that the workload is especially high for people whose relatives are living in poverty as poverty results on a high level of need for a range of reasons. Volunteering hours ranged from five to sixty hours a week.

Motivations for mahi aroha:

Tikanga
doing what is believed to be the "right thing to do", according to Māori values and world views as passed down by one's kaumātua and ancestors

Cultural survival and recovery
doing whatever is needed to ensure that tikanga Māori survives and thrives

Extent of need
responding to clear and urgent needs related to poverty, social stressors and lack of support for Māori values, systems and institutions, and ancestors

(Office for the Community and Voluntary Sector, 2007).

Young people are motivated to volunteer for external reasons like a desire to help people or contribute to an important cause and internal reasons like learning a new skill to increase employability and make new friends. Young people fit volunteering around their education or work commitments and often have financial and travel limitations. Young people say one of the biggest barriers to volunteering is they don't know how to get involved and act on issues they care about (Smith, 2010).

Older people are motivated by the social aspects, making a difference in their community, be intellectually stimulated, or share skills. Common barriers for seniors are health, mobility, and fitness concerns, financial barriers, and lack of time. Research suggests marketing to recruit older people before they retire so it becomes built into their retirement plans (Smith, 2010).

Trends in volunteering
The volunteer landscape had changed considerably over the last two years. Some of the key changes in the research as listed below:
1. Changing expectations - The total number of volunteer hours in New Zealand has decreased due to the increasing demand for people's time including both parents working, childcare and domestic duties, and the increasing responsibility to look after older relatives. People also have more options than ever before on how they spend their free time and there is a wider choice of volunteer opportunities (Fire and Emergency New

Zealand, 2019). This decrease in available time to volunteer has led to the demand for flexible, short term volunteering opportunities (mpConsulting, 2018).

2. Ageing volunteer workforce – In a survey conducted by Volunteering New Zealand, 35.8% of organisations are concerned with a lack of younger volunteers (Volunteer New Zealand, 2020). The average age of volunteers in New Zealand is higher than the average age of the general population (Fire and Emergency New Zealand, 2019). New Zealand has an ageing population that will continue to rise with 1.14 million people aged 65 years and over by 2051 (Statistics New Zealand, 2000).

3. The disconnect between roles and volunteer interests – Increasing there is a misalignment between the volunteering roles people are interested in and the roles that organisations are offering (mpConsulting, 2018). This year, more people want to volunteer with the supply of opportunities unable to meet demand. Seek volunteer website has four people interested per role listed with a commitment of fewer than six months compared to 0.8 per role with a commitment of more than six months. An Australian study shows that three out of four volunteers in short term roles continue to have an ongoing relationship with the organisation after six months (Millar, 2020). This may be due to people who are currently not working due to COVID-19 are looking to volunteer to develop skills and keep their curriculum vitae current.

4. Globalisation - Technology has enabled people to volunteer beyond their local community or neighbourhood. With many challenges on a global scale, often the response needs to be on a global scale (Hazeldine, 2018). The demand for digital volunteering during COVID-19 has increased and many volunteers are finding the flexibility of the role appealing.

5. Reporting lines – To enable volunteers to organise and respond, organisations need to be open to innovative methods of connecting people through distributed networks and not controlled through a central mechanism. Some National Societies have experimented with this (Hazeldine, 2018).

6. Bureaucracy – Self-organising groups are often fast and flatter in structure dynamic and highly impactful. Australian Red Cross has listed a target as 50 percent of its support for volunteers to be for self-organisating groups. There is a significant shift in the volunteer model for Red Cross Red Crescent Societies as volunteering has been about recruiting volunteers to deliver pre-designed services and while this remains important, increasing change will come from enabling volunteers to make the impact they want to see in their community with support and resources from Red Cross Red Crescent Societies (Hazeldine, 2018). A New Zealand example of this is the Student Volunteer Army, where Sam Johnson led spontaneous volunteers as part of the clean-up efforts following the Christchurch earthquakes. This was achieved without the support of a formal organisation (Whittaker, 2015).

7. Diversity – Many National Societies have identified a need to improve diversity at national and local levels. With the very definition of volunteering, being an unpaid role, this means it is more accessible to those who can afford to participate. The risk is that volunteering is gentrified. (Hazeldine, 2018). In New Zealand, this is a common concern for volunteer organisations with over 60 percent having a diversity and inclusion strategy in place (Volunteering New Zealand 2020).

It is important to provide different types of volunteering opportunities to attract traditional volunteers and emerging types of volunteers with particular attention to attracting diverse volunteers. Understanding the motivations of these volunteers will assist with the design of the role, requirement, and retention (Grant et al, 2019). Bespoke strategies need to be created to target minority groups and people living with disabilities which require changes to models, communications, and infrastructure (Hazeldine, 2018).

Fire and Emergency have three priorities for their volunteering in their volunteering strategy: broader and more flexible ways to volunteer; building a model of volunteering across the organisation that improves decision making and makes it easier to attract and support volunteers, their families, and employers; and one team approach which includes paid and volunteer staff.

Emerging types of volunteering
Short term or project based volunteering
Over the last several years volunteering in New Zealand has been moving away from long term regular volunteering towards short term and project based volunteering. Instead of volunteering each week, volunteers are choosing to engage in an ad hoc basis on a project of interest. This trend is due to the difficulty in balancing other commitments such as career, educational, social, and caregiving commitments (Volunteering New Zealand, 2020).

Millennials, in particular, are seeking short term and project based volunteering opportunities. Organisations should not be concerned with volunteer retention instead of planning for turnover with volunteers moving from project to project. Providing opportunities for them to make decisions, network, and contribute their ideas and assist them to develop as leaders is a goal for many millennial volunteers. Organisation needs to consider support and resources that are available when planning roles to provide volunteers with coaching, feedback, and importantly, social inclusion in the workplace (McLay, 2016).

Spontaneous volunteering
Spontaneous volunteers are those who seek to contribute on impulse, offering to help during and following a disaster and who are not previously volunteering for the organisation and may not have the relevant training, skills, or experience (Whittaker, 2015). This is becoming more common due to the amount of coverage an event receives in the media, along with the desire to help those affected. In addition, there are five main reasons volunteers are motivated to help:
- Returnees – victims or survivors of the incident
- Anxious – those looking to be empowered through action
- Helpers – altruistically motivated people

- Curious – disaster tourists
- Exploiters – opportunistic individuals looking to gain recognition (or at worst, access to vulnerable individuals to exert power in any number of ways (Australian Government, 2010).

Spontaneous volunteers offer skills and resources to supplement an organisation. The ability of an organisation to use these skills and resources is dependent upon the organisations ability to handle the complex task of recruiting, vetting, and inducting these volunteers. This has the potential to overwhelm organisation, which has clear roles to respond to and assist those affected by the emergency (Australian Government, 2010). Spontaneous volunteers should be expected and planned for however not relied on (Whittaker, 2015).

There are many advantages in utilizing spontaneous volunteers including the local knowledge volunteers have of their community, an understanding of available resources, and the trust of the affected community. They also aid the community to recover and help build community resilience (Australian Government, 2010). For example, a study of the 2011 Rena oil spill in Maketu, a successful clean-up was attributed to the knowledge and cultural values of the local people (Whittaker, 2015).

There is some risk utilising spontaneous volunteers, they may be overqualified for the volunteer role which can result in their straying outside the role of responsibility for example a psychologist providing personal support to those affected. Clear briefing on the role, including boundaries, is one option for mitigating the risk (Australian Government 2010). Untrained volunteers may cause injury to themselves, community members, or property. This can also be mitigated through assigning tasks that have minimal safety risks and they complete the task only when they have both the skills and knowledge to complete the task successfully (Whittaker, 2015).

Frustrated and unused spontaneous volunteers can lead to future disengagement with volunteering. An effective communication strategy is needed to overcome this through regular communication during the emergency including on why offers of help were not being taken up and information on future volunteering opportunities (Australian Government, 2010).

Digital volunteering
A digital volunteer, like traditional volunteers, must be motivated to become engaged in social initiatives. This volunteering relies on human compassion, desire to lend a hand, or make a difference, and the willingness to share one's time and skills (Kacprowicz, n.d.).

There are many advantages of digital volunteering including access to volunteering without physical constraints, or having to commit to strict time requirements or social obligations. One volunteer for Swiss Red Cross stated "Finally, I can now do voluntary work for the Red Cross on this digital path, even with my disability". (International Federation of Red Cross and Red Crescent Societies. n.d., 5). An advantage for the organisation is skills become more easily accessible.

Many current volunteering tasks can be changed to become digital volunteering roles (Kacprowicz, n.d.). When considering digital volunteering, thought must be given to the roles as resourceful and

interesting online activities are needed to attract volunteers that will keep them motivated. Digital volunteering can be isolating which decreases motivation. Some National Societies are already using digital volunteers for:

- Communication activities - translation, design, developing and reviewing content
- Developing e-learning and training modules
- Pro-bono digital services, for example, by developers and consultants
- Data and digital services - mapping and GIS
- Research tasks - desk-reviews, report writing
- Community support - chat rooms and phone lines (International Federation of Red Cross and Red Crescent Societies. n.d.,)

The Australian Red Cross provides good use of digital spontaneous volunteers. "The Australian Red Cross ran a crowd-sourced model of digital volunteering to activate people as ambassadors or activists during the bushfires that struck the country at for various months from late 2019 to early 2020. The NS created a digital community to support digital advocates focusing on supporting people to take humanitarian action in their households and communities. The digital community is a space where people can join up and talk with each other and self-organize. This was created because people who registered to volunteer after the bushfires would not hear from Australian Red Cross for some time simply because there were too many. The NS also launched REDx Youth, supporting engagement and participation of young people through social media channels." (International Federation of Red Cross and Red Crescent Societies. N.d., 8).

Volunteers through the United National Volunteer's Online Volunteering service complete 20 thousand assignments each year and have a 90 percent satisfaction rate (UNV Online Volunteering Service, 2016).

Collective volunteering
There are two types of collective volunteering, the first is corporate volunteering where employees are encouraged to volunteer by their employers through organised volunteering activities or paid time off for staff to volunteer.
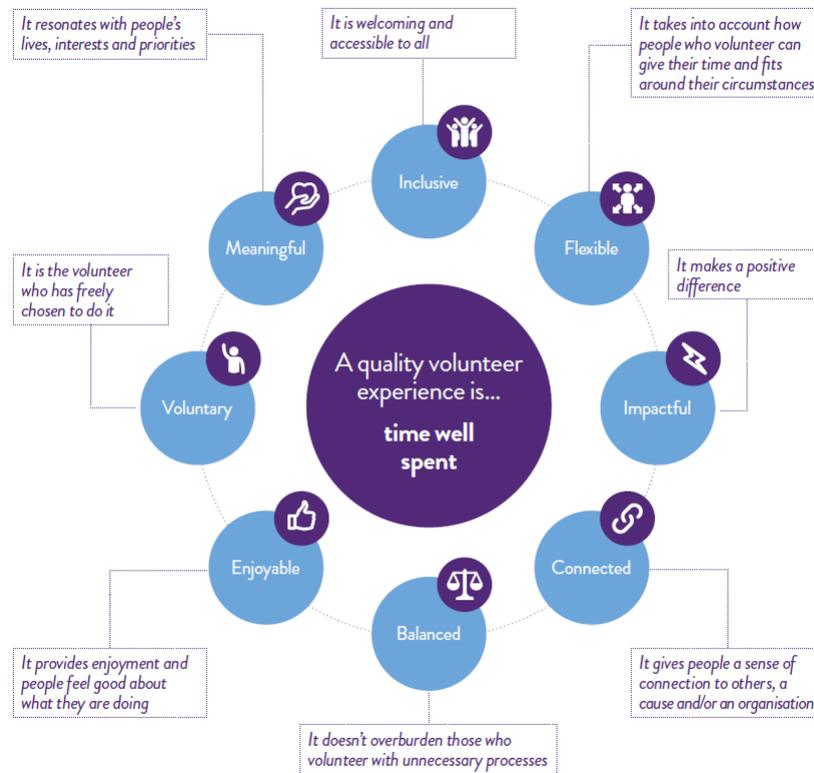
The second type of volunteering is family and intergenerational volunteering which involves two or more generations participating in the volunteering activity. This enables volunteers who have caring commitments to engage in volunteering with their parent or child (Smith, 2010).

Light touch volunteering
When speaking with other National Societies, light touch roles were discussed. These are roles where potential volunteers search an app or computer website and apply for a role they are interested in. They can start the role either that day or at worst later that week. The role requires minimal paperwork or induction. This is not possible for all roles as vetting will need to be completed to ensure other volunteers and the community remain safe, however for roles where this is possible, it enables the person to start while they are motivated without a long wait for paperwork, interviews, vetting or induction.

Volunteer management

The below volunteer model highlights what makes volunteering successful. Different volunteer journeys and contexts mean that some elements will be more relevant than others. The model with eight key features is below with main points for each feature discussed afterwards (National Council for Volunteer Organisations, 2019).

It resonates with people's lives, interests and priorities

It is welcoming and accessible to all

It takes into account how people who volunteer can give their time and fits around their circumstances

It is the volunteer who has freely chosen to do it

It makes a positive difference

It provides enjoyment and people feel good about what they are doing

It gives people a sense of connection to others, a cause and/or an organisation

It doesn't overburden those who volunteer with unnecessary processes

Inclusive · Meaningful · Flexible · Voluntary · Impactful · Enjoyable · Balanced · Connected

A quality volunteer experience is... **time well spent**

Inclusive

Diversity continues to be an issue in many volunteer organisations. Certain groups are under-represented in leadership or representative roles. Organisations need to:
- Use a range of recruitment methods depending on the person and task or role.
- The culture of the organisation needs to actively encourage equality, diversity and inclusion at all levels.
- Volunteers should be encouraged to be themselves and bring their lived experience to the role.

Volunteers need to feel they can try a volunteer role and see if they enjoy it, and while volunteering, they can be themselves.

Flexible

Volunteers tend to dip in and out of volunteering throughout their lives. People have different expectations that are shaped by a variety of factors. The organisation needs to:
- Listen to what volunteers and potential volunteers are looking for and want to offer, and not just think about what the organisation needs.
- Be realistic and manage volunteers' expectations, refer volunteers to other organisations where appropriate so that their willingness to give time is not wasted.
- Allow volunteers to shape their journeys with the flexibility to change or leave their roles.

Volunteers need to feel that the organisation listens to and is flexible in the way that the volunteers are able to give their time. When life circumstance change volunteers should feel they have the option to do something else or stop volunteering.

Impactful

People volunteer for a range of different reasons with the most common motivation to give back to their community. This feeling of making a difference is strongly associated with being satisfied with volunteering. The organisation needs to:

- Value volunteers in a variety of ways.
- Value the role of volunteer managers in supporting volunteers to make a difference.

Volunteers need to feel that the organisation communicates with them about why and how their contribution matters.

Connected

Feeling connected to an organisation or cause is among the most common reasons to start volunteering. Organisations need to:

- Facilitate opportunities for volunteers to meet and socialise with others if they want to.
- Have structures that are designed to enable volunteers' voices to be heard.

Volunteers need to feel part of the organisation and connected with it and have the opportunity to have a voice if they choose to. Many people who volunteers believe in the same cause and share a common objective.

Balanced

While volunteering does coincide with the world of paid work, there should be a distant difference between the two. Organisations need to ensure that:

- Volunteer roles are distinguished from paid roles and focus on what makes volunteering different.
- Volunteer roles are rewarding for the volunteer.

Volunteers must not feel overburdened by the demands and processes of the organisation and where there are processes in place, they need to understand why these processes are in place.

Enjoyable

One of the benefits of volunteering is that it is enjoyable. Enjoyment is strongly associated with being satisfied with volunteering and continuing with it. Organisations need to:

- Make an effort to ensure volunteering is an enjoyable experience.
- Take an interest in volunteers and what they want to get out of the volunteering experience.

Volunteers may find the role challenging but need to feel supported and positive about the contribution they make.

Voluntary

One of the motivations for some volunteers is to be provided with opportunities to grow and develop including making decisions, contributing ideas and assisting them to develop as leaders. Volunteers can also burn out over time. Organisations need to:

- Check-in with volunteers to understand if they need any support or resources, to avoid burnout.

- Discuss the volunteer's role with them to see if their expectations are being met.
- Invest in supporting volunteers to do the best they can in their role.

Volunteers need to feel that they give their time on their terms and they are given the support and training to fulfil the tasks required in their role (National Council for Volunteer Organisations, 2019).

Meaningful

There are a variety of reasons people volunteer, due to values and priorities. Volunteers want to know how they have made a difference. Organisations need to:
- Engage with volunteers to understand what is important to them.
- Match roles with what people are interested in and the time they have available.
- Manage people's expectations to avoid disappointment.

Volunteers need to understand that their volunteering has a purpose and that it resonates with what matters to them.

Many researchers suggest that volunteers go through a series of stages in their relationship with volunteering and when volunteering for a specific organisation. One researcher has four stages, moving from not volunteering through to a longer term volunteer (Smith, 2010). As previously outlined in this document, some volunteers will not be long term volunteers however this model will ensure the earlier stages in the process are smooth for the short term volunteer. As there is an increasingly competitive voluntary sector, volunteers who lack or lose satisfaction with an organisation, will seek volunteer opportunities elsewhere. The experience that a new volunteer has in the initial months are major factors in a volunteer completing their short-term volunteering and potentially returning for another project or becoming a long term volunteer (Long, 2018).

Below are the four stages of volunteering with the volunteer needs in each stage and the effective actions organisations can take to ensure these are met.

Volunteer stage	Doubter	Starter	Doer	Stayer
Volunteer needs	- Awareness of a variety of volunteering - Awareness of a variety of volunteers - Easily obtained information - Easy access to information	- Welcoming environment - Responsive staff - Minimum delays	- Relevant training - Opportunities for progression and development - Good communication - Personal restraints accommodated	- Ability to transfer to other volunteer opportunities - Exit plan
Effective actions	- Awareness and appeal - Recruitment methods	- Application process - Induction	- Training - Overall Management - Ethos and culture	- Overall Management - Support and supervision

			- Support and supervision	

See appendix one for a more detailed table

Awareness of the organisation and recruitment process (Actions for doubter)

The doubter is outside the organisation looking for a volunteer opportunity. The organisation needs to understand and address what determines people's decision to volunteer for the New Zealand Red Cross. These issues are awareness of the organisation and information available to the volunteer.

Organisations need to promote volunteering to a broader pool of potential volunteers, particularly in underrepresented sectors, and create opportunities to suit the changing ways people are seeking to volunteer. This involves:

- creating more flexible volunteering opportunities
- providing more meaningful and skills-based work
- providing for project based, short-term, spontaneous or digital volunteer opportunities (MPConsulting 2018).

In New Zealand word of mouth remains the most popular method of learning about volunteering opportunities with 46.6 percent of current volunteers learning about their role through word of mouth (Volunteering New Zealand, 2020). Targeted recruitment is recommended to involve underrepresented volunteering within the organisation. This can be achieved through:

- actively building networks with ethnic communities
- ensure the workplace is welcoming and culturally acceptable
- be clear to volunteers about what is expected of them (Smith, 2010).

Application and induction process (Actions for starter)

The starter has enquired about volunteering. The potential volunteers needs to have a positive experience and have as few delays as possible (Smith, 2010) to capitalise on the individual's initial enthusiasm. Other factors have been identified as important for successful recruitment:

- matching volunteers to the roles available in the organisation and screening out unsuitable volunteers;
- providing clarity regarding roles, responsibilities, and expectations
- understand circumstances, including flexibility and adaptability of volunteer roles with volunteer needs and preferences
- minimising the bureaucratic hurdles, while undertaking screening which is appropriate to the organisation and role
- a welcoming environment where new volunteers feel safe and accepted
- development, support, and assistance for new volunteers
- have strong organisational leadership and culture including recognising the role of volunteers in the organisation's strategy, including how volunteers fit within the organisation and contribute to its mission
- skilled and well-resourced managers to oversee volunteer activities
- acknowledge the importance of volunteer contributions and the difference they make

- provide opportunities to develop volunteer's skills or career-relevant qualifications
- have adequate infrastructure to support volunteer activities, including relevant policies, procedures, and standards for volunteering
- provide feedback and performance assessment to volunteers. (MPConsulting 2018 & Smith, 2010). In New Zealand over a third of organisation (39.4%) do not complete any kind of performance reviews or evaluations for volunteers (Volunteering New Zealand, 2020).

Training (Actions for a doer)
Training is recognised as an important factor in retaining volunteers as it increases motivation for the organisational mission, culture, values, codes of conduct and alignment with personal drivers and retention rates. In addition to increasing the quality of service provided by volunteers (Long, 2018).

Flexibility in training and being adaptable to volunteer workforce time and other commitments needs to be considered when designing training. This needs to be planned through organisations resourcing and management capacities (Grant, 2019, Long, 2018).

A study of training in New Zealand's emergency services volunteers expressed a preference for:
- practical hands-on training
- varied, interactive and interesting delivery style
- training that is relevant for completing their volunteer work
- available at a time and location to suit the volunteer - flexibility in training times, days and locations
- ensuring training is accessible and that cost is not a barrier to participation
- ongoing refresher training
- management training for volunteers' managers (Smith, 2010).

Support, supervision and overall management (Actions for a doer)
In addition to training, doers want a culture that is welcoming to the volunteer, sufficient resources to support them, and recognition for the work they do, including:
- interpersonal relationships, social support networks, and friendships developed through volunteering. A report for the New Zealand Fire Services found the social aspects of the brigade was a key driver for volunteer retention
- support from staff and other volunteers
- having an organisational culture that welcomes, values and respects volunteers and highlights the cultural and social rewards of volunteering
- being accepted as a valuable team member
- personal thank you and feedback about their contribution
- lack of conflict with both other volunteers and paid staff
- feeling a shared purpose or common mission
- volunteer's sense of pride in the organisation
- Good, clear communication (Smith, 2010)

To reduce volunteer turnover the Fire and Emergency New Zealand developed a culture through creating policies and strategies that foster a family-friendly environment. Examples of this include orientation programmes that include family members; distributing surveys to volunteer's partners to identify areas of challenges, success and opportunity; and family friend social events like pot luck dinners and culture where families are always welcome at the fire station (Long, 2018).

In the research, Moāri and Pacific people had some additional motivations for continuing to volunteer, these are listed below:

What works for supporting *mahi aroha?*
- Friends and work associates committed to supporting kaupapa Māori
- Sympathetic employers who are flexible regarding kaupapa Māori work
- Good communication technologies which reduce the need for travel

What works for Pacific communities*?*
- At the Mataula Centre, volunteers are supported by being able to work as a Tokelaaun community where cultural values and way of life is important
- At the Canterbury Fiji Social Services Trust volunteers are supported by a sense of belonging, being part of a relationship, and the mutual respect that comes from sharing cultural awareness
- For Samoans, the opportunity to contribute to the wellbeing of the aiga (extended family) made for successful volunteering because it contributes to one's own wellness
- Keeping integrity with ancestors and future generations is important (Smith, 2010).

Support, supervision and overall management (Actions for a stayer)
Good volunteer management, as discussed in previous stages and is also applicable to this stage, involves support and communication, insurance coverage, written policies and procedures, training for volunteers, risk management, and recognition of volunteers. Recognising, however, that there is no single model of good volunteer management practice and the adoption of practices depends on the specific needs of different organisations and volunteer involvement as some volunteers and organisations thrive on formalised practices, while others do not. Investing the necessary time and money in volunteering infrastructure, including expense reimbursement and having a manager of volunteers to ensure these good practices are embedded in the organisation (Smith, 2010).

Volunteers will choose to finish volunteering, this could be for positive reasons like the volunteer completing the project they volunteered to work on. It can also be for negative reasons like burnout, boredom, or decline in physical or cognitive changes due to ageing. (Smith, 2010). It is important to find out what worked for them, what didn't work and any final suggestions they have about the role to assist the organisation recruit for similar roles in the future (McLay, 2016).

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Appendix one

TRANSITION	VOLUNTEER'S NEEDS	PRESSURE POINTS	EFFECTIVE ACTIONS
DOUBTER TO STARTER	Positive image of volunteering Awareness of variety of volunteering Awareness of variety of volunteers	Image and appeal	General publicity and promotion of volunteering Regular advertising – press, posters and leaflets Targeted promotion to sub-groups Innovative approaches and media
	Messages and invitations to volunteer Easily obtained information Easy access to volunteering	Methods of recruitment	Carefully crafted messages Outreach, talks, roadshows, presence at events Active promotion in schools, workplaces etc. Multiple points of access, gatekeeper networks Clear information on literature and websites Greater promotion of websites and databases More visible and more inviting volunteer 'bureaux' Support for volunteer ambassadors
STARTER TO DOER	Positive experience of initial entry Responsive and interested staff Personalised approach Procedures efficient but informal As few delays as possible Being given choices	Recruitment and application procedures	Well-staffed reception, walk-in/call-in/email access Attractive leaflets/handouts to take away Friendly, efficient initial response Informal but efficient interview process Individualised matching to opportunities Volunteer role descriptions and charter Vetting and other delays fully explained Referral to other opportunities/organisations
	Understanding how things work Feeling equipped and confident to begin volunteering	Induction to volunteering	Orientation to the organisation and its personnel Clear explanations of policies and procedures Clear explanation of expenses system Informal and friendly style Taster sessions and shadowing

TRANSITION	VOLUNTEER'S NEEDS	PRESSURE POINTS	EFFECTIVE ACTIONS
	Having the necessary skills for the role	Training for volunteering	An up to date induction pack Useful, appropriate, convenient initial training Indication of future training opportunities Certification and accreditation options
DOER TO STAYER	Relevant training for the role Opportunities for progression and further skills development	Training	Useful, appropriate, convenient ongoing training Certification and accreditation on offer
	Good organisation and communication Degree of commitment respected Personal constraints accommodated	Overall management	Well-organised volunteer systems Efficiency combined with informality Flexibility to accommodate other commitments Respect for cultural or age-related concerns Development of volunteers as managers
	Feeling comfortable and welcome Feeling of making a useful contribution Sense of being part of the organisation	Ethos and culture	Pro-volunteering culture in organisation Staff training at managerial and operational levels An inclusive ethos without discrimination Volunteers help shape organisational culture Ensuring organisational capacity to consult and respond to volunteers
		Support and supervision	
	Not worrying about costs, transport, safety etc. Knowing there are staff to help and support Mutual support among volunteers Not feeling pressured		Personal line of support for every volunteer Light-touch supervision Clear and regular reimbursement of expenses Conveying appreciation and value Facilitating volunteer socials and peer support Efficient systems for monitoring and progression An entirely non-exploitative approach to volunteers

TRANSITION	VOLUNTEER'S NEEDS	PRESSURE POINTS	EFFECTIVE ACTIONS
	Being allowed flexibility without guilt		
STAYER (lifelong)	Ability to transfer to other volunteering opportunities Life cycle changes	Overall management Support and supervision	Referrals, networks and databases that enable geographical transfer Allowing changes of role and degree of commitment within the organisation