

The Community Resource Kit

Guidance for people setting up and running community organisations



Section 10

Employment

THE COMMUNITY RESOURCE KIT

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Introduction

As anyone who is part of a community or voluntary group knows, there is a lot of work to be done, but there typically isn't a large budget to do it with. This means members must perform multiple tasks and often do the job of more than one person. Small budgets also mean that organisations rely a great deal on volunteers and workers need to be motivated by the values, vision and mission of the organisation. Having a team that works well together is vital to any group's success in achieving its goals.

Many organisations start out with a core group of volunteers and then begin to employ paid workers as activities increase, needs grow or resources emerge, but 90 per cent of community groups rely entirely on volunteers.

Being a good employer can be complex and taking on people for the first time or adding paid workers to your volunteer base needs to be considered carefully.

Good employment practice in the community sector should be based on:

- Developing employment policies and practices that model and support the organisation's values and kaupapa
- Ensuring good communication between all parts of the organisation
- Supporting paid and volunteer staff, and making sure they feel valued
- Being aware of and managing the tensions that can arise between governance members and paid staff, and being clear about their respective roles and responsibilities.

What's in the section?

The resources from the Department of Labour and the *Workplace Wellbeing Mana Mahi* resource provide comprehensive guidance on employment issues and SPARC's Club Kit has lots of guidance on involving volunteers – their guidance is not repeated here.

Department of Labour resources

New Zealand's Department of Labour offers a range of free guidance to help employers follow good processes when employing staff.

Their free *Big 6* series of guides cover six areas employers have requested further assistance with: health and safety, hiring new employees, pay, holidays and leave, performance management and ending employment relationships. The *Big 6* contains checklists of the main things employers need to know and links to further information.

Visit www.dol.govt.nz/publications/big6/index.asp to access the *Big 6*.

Health and safety

A safe and healthy work environment is essential. Not only will it help avoid tragic and costly accidents, but good health and safety practices encourage staff retention. It also positively contributes to improved productivity, efficiency and profit.

Recruiting

Finding and retaining the right people is vital to every business. Recruiting can be expensive so it makes good business sense to get the people that are right for your enterprise, and keep them.

Pay

Everyone expects a fair day's pay for a fair day's work. Ensuring that your employees receive the right pay creates good morale, increased efficiency and helps you avoid damaging employment relationship problems.

Holidays and leave

Employees having R&R and spending time with their families is vital to your business. It's also important to know how to assist employees who are sick or suffer a bereavement.

Performance management

People work better when they have clear targets and perform to agreed standards. That's why it's critical for your employees to know what is expected of them. Managing their performance in a fair and clearly defined way also helps avoid problems later.

Ending employment relationships

If the time comes to end the relationship, it's important to understand and implement the correct procedures. It's the best way to avoid any costly mistakes which can also damage the reputation of your organisation.

Free online tools to improve your employment processes

In addition to *The Big 6*, the Department of Labour also provides tools and services designed to make management simpler and free up time for small employers to concentrate on the bigger picture. These tools help you implement good health and safety, and employment relations practice.

You can find these online tools at www.dol.govt.nz/onlinetools/

The Department of Labour's [How Do I](#) page outlines ways government agencies can help your organisation.

Workplace Wellbeing – Mana Mahi resource:

A Guide to the Employment of People in the Tangata Whenua, Community and Voluntary Sector Organisations

The *Workplace Wellbeing* project is a collaboration between the NZ Council of Social Services, the NZ Federation of Voluntary Welfare Organisations, Community Waikato and the Service and Food Workers Union Nga Ringa Tota. These four organisations came together in 2006 to explore ways to support the development and maintenance of good employment practice and relationships in the community sector.

Workplace Wellbeing runs workshops for community sector employers on Effective Employment Relationships and launched the one-stop employment relations resource, *Mana Mahi*, in 2008.

Produced specifically for tangata whenua, community and voluntary sector organisations, *Mana Mahi* contains 17 best-practice guides on a variety of topics ranging from employment law and employment agreements through to performance management, managing employment relationship problems, mediation, unions and more.

Also included in the pack are six resource booklets, including a sample employment handbook, and an easy-to-use CD containing checklists, templates and a range of best practice material.

Good-practice guides

1. Good Employment Practice in Our Sector
2. Guide to Employment Law
3. The Employment Relationships Act 2000
4. Employment Agreements
5. Minimum Employment Rights
6. Working with Te Tiriti o Waitangi
7. The Human Rights Act 1993
8. Pay and Employment Equity
9. Getting Off on the Right Foot
10. Work-Life Balance
11. Health and Safety
12. Training and Supervision
13. Performance Management
14. Managing Employment Relationship Problems
15. Mediation
16. Unions and Collective Bargaining
17. Employment Practices Liability Insurance

Resource booklets

1. Sample Employee Handbook
2. Sample Agreements
3. Sample Job Descriptions
4. Sample Governance Position Descriptions
5. Sample Performance Evaluation Formats
6. Resources for Managing Employment Relationship Problems

You can view or download the *Mana Mahi* guidance for free at <http://communitycentral.org.nz/resources-0>

Or you can order your *Mana Mahi* pack at a price of \$25 (including GST and postage). Contact the Workplace Wellbeing project team on 04 472 3364 or email manamahi.orders@gmail.com.

Go to <http://communitycentral.org.nz/workplace-wellbeing> to sign ^{oo}up as a CommunityCentral member to get ManaMahi e-newsletter by email.

Involving volunteers

Volunteers – including governance members – often play a significant role and make a big contribution to the work and/or direction of the organisation.

Reasons for volunteering

Volunteers have a wide range of reasons for wanting to become involved in a community group. These can include:

- having a political or social belief in the aims of the group
- wanting to put something back into the community
- wanting to meet people and widen social contacts
- wanting to develop a broader range of skills and experience, and
- to gain work experience.

Contributions of volunteers

Volunteers:

- can give an organisation the power to do more work
- can provide opportunities to enhance and humanise services
- are often seen by clients as giving true community service
- can be a valuable link between client and organisation
- can provide the opportunity for the organisation to support its community, by helping people who are not employed gain work experience and new skills
- can provide flexibility in the hours of service that is not as freely available with paid staff, and
- can reduce the burden on paid staff.

Planning for volunteer participation

Volunteer participation within a programme or project should meet the needs of everyone involved – volunteers, paid staff and clients of the organisation. To do this:

- volunteer work should be planned as an integral part of the organisation's work
- develop a volunteer policy (see following checklist)
- volunteer jobs should complement or enhance, but not replace, the work of paid staff, and
- volunteers should not be restricted to particular jobs solely by reason of their status as volunteers.

Volunteer policy checklist

A volunteer policy should contain statements on:

- philosophy of the organisation
- principles of volunteering
- rationale for volunteer involvement
- distinction between paid and unpaid work
- reimbursement e.g. for travel
- training provided
- agreement about the nature and purpose of the volunteer involvement and the distinct area of work
- legal issues
- health and safety

- grievance disciplinary policy
- rights and responsibilities
- insurance cover
- support and supervision
- code of practice
- code of ethics
- pre-employment check
- previous employment
- reference audit
- police checks, and
- confidentiality and privacy.

The following sections of the *Mana Mahi* resource provide guidance on working with volunteers.

- [Managing volunteers](#)
- [Recognising volunteer contributions](#)
- [The Human Rights Act and volunteers](#)
- [Volunteer health and safety](#)
- [Managing the volunteer-paid worker relationship](#)
- [Mediation and volunteers](#)
- Sample governance position descriptions:
[Volunteer role descriptions – some things to include](#)

SPARC's Club Kit will give you tips and resources to run a successful club and have a lot of fun while you're there.

- Managing volunteers
<http://www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/Running-your-Club/Managing-Volunteers1/>
- Recruiting volunteers
<http://www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/Running-your-Club/Recruiting-Volunteers/>

Tip: For more information on volunteering policies and guidelines, visit: <http://www.volunteeringnz.org.nz/>

Where to go for more information

Online resources

1. Department of Labour:

- **The Big 6** – <http://www.dol.govt.nz/publications/big6/index.asp> Employment resources covering six areas, including checklists and links to further information.
- **Employment Relations** – <http://www.ers.dol.govt.nz>
Information on laws relating to the workplace, outlining the main rights and obligations of employers and employees – from the start of the employment relationship to the end. Also provides information on good practices for employment relations.
- **Workplace Productivity in Practice** – <http://www.dol.govt.nz/workplaceproductivity/case-studies/by-sector.asp> . Case studies of a variety of New Zealand organisations in the private, not-for-profit and State sectors who have made great strides in increasing their productivity.
- **Infozone: Business Essentials** – <http://www.dol.govt.nz/infozone/businessessentials/> . Explains the basics of employment relations and health and safety requirements for running a business. It provides templates, examples and, links to practical tools and more detailed information.

2. Mana Mahi – Workplace Wellbeing Project – <http://communitycentral.org.nz/workplace-wellbeing/document/mana-mahi-resource> . A one-stop employment relations resource designed specifically for tangata whenua, community and voluntary sector organisations.

3. Keeping it Legal – E Ai Ki Te Ture – <http://keepingitlegal.net.nz/learn-more/> Information about voluntary organisation's legal obligations, see: '*Laws you need to know about – People, activities, premises and environment*'.

4. CommunityNet Aotearoa's How-to Guides:

- *Human Resources* – <http://www.community.net.nz/how-toguides/Human+Resources+Guide/>
- *Volunteering* – <http://www.community.net.nz/how-toguides/volunteering/> .

5. SPARC's Club Kit

Club Kit will give you tips and resources to run a successful club and have a lot of fun while you're there.

- Managing volunteers
<http://www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/Running-your-Club/Managing-Volunteers1/>
- Recruiting volunteers
<http://www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/Running-your-Club/Recruiting-Volunteers/>

6. Equal Employment Opportunities Trust Workplace Toolkits – <http://www.eeotrust.org.nz/toolkits/index.cfm> . Resources designed to help employers explore and implement a range of Equal Employment Opportunities and diversity management strategies.

7. **Human Resources Institute of NZ** – http://www.hrinz.org.nz/Site/HR_Info/default.aspx
Human Resources information and links that will be useful to large and small community groups.
8. **Human Resources Guide for Small Nonprofits** – Centerpoint for Leaders – http://centerpointforleaders.org/toolkit_hr_home2.html . A guide for small non-profit organisations that offers creative advice and help to discover more effective ways of attracting, selecting, developing and retaining talented employees.
9. **Managing Volunteers** – SPARC – <http://www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/> . Information and resources on good volunteer management.
10. **Planning, Recruiting, Managing and Retaining Volunteers** – Our Community (AUS) – http://www.ourcommunity.com.au/management/view_help_sheet.do?articleid=737
11. **Volunteering England's Good Practice Bank** – <http://www.volunteering.org.uk/resources/goodpracticebank/tips>
12. **Quality Management of Volunteer Workers** – Earth Share Australia's Social Change Training Manual – http://www.earthshare.org.au/training/manual/manual_volunteer.htm .
13. **Volunteering Canterbury Resources** – <http://www.volcan.org.nz/resources.html> .
A range of sample documents and templates to assist with the involvement and administration of volunteers.
14. **Volunteering NZ Resources** – <http://www.volunteeringnz.org.nz/> . Information and useful resources related to volunteering, including policies and guidelines, templates, research, and books and publications.
15. **Te Puni Kokiri** has a range of useful resources on effective governance.
16. **Unitec** offers an excellent range of training in not-for-profit management, including courses in governance and small team leadership.
17. The Office for the Community and Voluntary Sector (OCVS) provides research on the levels and motivations for volunteers . <http://www.ocvs.govt.nz/work-programme/building-knowledge/volunteering-research.html>

Other resources

1. **Employment relations publications and fact sheets.** Free publications from Department of Labour that cover the employment process from hiring to ending employment relationships, including managing staff and good practice. Available from: <http://ers.govt.nz/publications/index.html> .
2. **North Shore Community and Social Services Community Resources:**
 - *Employment Agreements*
A guide to employment issues including employment agreements and problem solving (updated in accordance with the Employment Relations Act).
 - *Being a Good Employer*
Covers legal requirements, expectations of employers and employees, providing adequate frameworks and policies, basics of conflict resolution and performance appraisals and much more.

- *Employing staff – Getting it Right*
A practical step-by-step guide to recruiting staff. Outlines the process for budgeting, preparing job descriptions, advertising, interviewing skills, reference checks and dealing with employment agencies.
 - *Keeping Yourself and Your Organisation Safe*
For groups and workers who often have different, difficult or threatening clients either through substance abuse, intellectual or psychiatric disability or someone who is angry or unhappy. It assists committees to form policies for workers' safety.
 - *Supervision Myths and Facts*
The benefits of supervision are clearly explained as well as different types of supervision. A very good guide to explain to your employee what benefits are gained from supervision.
 - *Performance Appraisals*
This guide helps take the fear out of performance appraisals and suggests ways to undertake performance appraisals which are user-friendly, will assist with future planning and will identify opportunities for your organisation and your staff. For more information, visit: <http://www.nscss.org.nz/publications/resources>
3. **Employers and Manufacturers Association's Employer Guides.** A series of plain English guides covering a wide range of employment subjects. Free for EMA members to download as PDF documents from: <http://www.emacentral.org.nz/> . Members and non-members can order hardcopies at a cost.
 4. **People Management – SPARC.** A practical guide for leaders who wish to incorporate human resource management 'best practice' into their organisation. Free online from: <http://sparc.org.nz/en-nz/our-partners/Developing-Capabilities/Publications/>
 5. **Working with Volunteers – Te Papa.**
A guide to developing an effective volunteer programme and maximising benefits to both the organisation and volunteers. Available for download from: <http://www.tepapa.govt.nz/NationalServices/Resources/ResourceGuides/Pages/overview.aspx>
 6. **Supervision in the Voluntary Sector: An overview of what it is and how to make it happen – The Supervision Directory.** Available for download from: <http://www.supervisioninfo.org.nz> .
 7. **New Zealand Federation of Voluntary Welfare Organisations' Publications:**
 - *Mentoring, Coaching and Beyond in the Community Sector*
An up-to-date account of mentoring, designed for use as a guide for trainers and professionals in workshop settings. It includes thematics, handouts for participants, session notes for trainers and exercises to be utilised over a seven workshops.
 - *Mentoring: Help when you need it*
This pamphlet promotes the concept and practice of mentoring, outlines the role of mentors, guidelines, projects, training and support for mentoring. Available from: <http://www.nzfwo.org.nz/publications/>
 - *Workplace Wellbeing Guide 1: Good Employment Practice in Our Sector* – <http://communitycentral.org.nz/workplace-wellbeing/resources/guide1>

Please note that the information in this section is not intended to be legal advice. Laws can change regularly. The authors of this publication take no responsibility for the results of any action taken on the basis of information contained in this section or for any errors or omissions. Please seek further legal advice from a lawyer or by contacting your local Community Law Centre: <http://www.communitylaw.org.nz/Local-Centres.5.0.html>

In this guidance, the words 'recruitment' or 'recruiting' or 'recruit' are often used. These terms can describe both the acts of taking on volunteers and hiring paid workers. The term 'employer' is also used in a general way to refer to the person or people within an organisation responsible for managing workers – paid or unpaid.