

A Guide to Making the Most From Your Volunteering Programme



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This guide has been created to help you consider the various areas of running a volunteering programme all the way through. From the earliest considerations and getting everyone on board to be able to give all the best support and personal growth a volunteer can have on their pathway; right up until when they move on from your organisation/service.

Please be advised that any text in **bold and underlined** is a link which you can click to follow.

You may have been involved with your service for a long time or are new to it, or maybe it's just one area in the volunteer voyage that you have reached a hurdle with. This guide is broken into sections so you can find the most relevant information; whether it's the start of creating a programme, the middle part including retention, or when the programme has to completely evolve.

We know that there is a wealth of well written and researched material on volunteering so we have sought out the best leads and links to help you. So often people create and recreate information, when we think the best way forward is to share and allow access. It is with the greatest of thanks that we acknowledge the effort which organisations and individuals have gone to in producing the information and materials.

If there is an area that you can't find your answer to, please get in touch with Dundee Volunteer and Voluntary Action at volunteer@dvva.scot

Starting a Volunteering Programme

When time allows, take a browse at the websites below, which really capture the flavour of volunteering and are great “go-tos” for all the FAQs you may have. There are downloadable templates for free which can really help too. So much of gathering knowledge is about hearing from other people, so whilst you learn make sure it is from a variety of sources.

- [**Buddle**](#).
- [**Volunteer Scotland**](#).
- [**Volunteer Wiki**](#) created by Volunteer Edinburgh.
- [**TSI Training portal**](#) - you will need to create a log in for this.
- [**SCDC**](#) are a small charity recognised as the national lead body for community development in Scotland.



First Steps

Why Do You Want to Involve Volunteers?

This is the crucial part of building a volunteering programme, there must be an identified need for this. Some organisations simply have their members, attendees or participants running things, for example churches that hold events, bake sales, coffee and chats; and the people involved see this as informal volunteering. There is a distinct difference between formal and informal volunteering, both for the volunteers and for those organising.

1 - Formal Volunteering

Formal volunteering is when an individual provides their time to an organisation (or could be a group/club) that is unpaid and is managed and coordinated by organisation/group/club. Formal volunteering is usually done through an organisation that has policies and procedures, agreed days/times, clear expectations of role and responsibilities, structure, supervision and regular contact provided by staff.

Formal volunteering is monitored to record volunteer hours to reflect time provided by volunteers.

Examples of formal volunteering include befriending, play group activities, youth work, mentoring, advocacy, reading and literacy skills, short break care and supporting family financial wellbeing.

2 - Informal Volunteering

Informal volunteering is when an individual provides time to another individual (not a relative). This is unpaid and usually ad-hoc, with hours of volunteering time going unmonitored. Informal volunteering is not coordinated by an organisation and this kind of volunteering takes place in a less formal setting. There is not likely to be set days/times or role descriptions.

Examples of informal volunteering include supporting a neighbour with shopping, helping at a local church or looking after a friend's children.

Online Learning for Volunteer Coordinators

If you are new to volunteer coordination and involvement you may consider an online course. The OpenLearn Create course **Involving Volunteers** is a 14 hours online study, with a learning journal. It is free and you can access it once you create an account. It is at Level (1) which is the introductory level, and you will receive a digital badge on completion.

Volunteer Charter

The **Volunteer Charter** sets out the 10 key principles which help to underpin good relations within a volunteering environment. If you agree with the principles, please share with others in the organisation and your Board, and have the principles as a strong foundation to build your volunteering programme from. It shows good standard of practice and commitment when an organisation becomes a **Charter Champion** and you are joining **hundreds** of other Scottish voluntary organisations who pledge to volunteers an understanding of the value of volunteering.

Why Should I Sign Up As a Charter Champion?

"Your pledge to uphold and promote the Volunteer Charter will have a real impact on the experiences of volunteers, volunteer practice and volunteering within Scotland. If you are signing up on behalf of a volunteer involving organisation, the charter will help to reinforce good practice and show that you are committed to appropriate volunteer roles. If you influence decisions about volunteering, your pledge will communicate that you recognise the important contribution of volunteers and will use your influence to reinforce sustainable and appropriate volunteering."

(Become a Charter Champion, Volunteer Scotland)



Your Organisation

It works well when everyone is on-board; recognising the benefits and need for a volunteering programme, or the reasons why it may not be viable. An open conversation on opinions and involvement is worth having as it may pinpoint areas that need deeper discussion. Be prepared for hearing different viewpoints. Even if a team member does not work on a programme that has volunteers, it is still good that they have an awareness of it.

Your board need to be in agreement with starting a volunteering programme, and recognise the value and understand the implications. They also need to be aware of everything that needs to be taken into consideration, including disclosure checks for **Protecting Vulnerable Groups**, risk assessments, staff roles and responsibilities, insurance and liability, policies, costs and outcomes.

Your Budget

Paying direct volunteer **expenses** are just a part of your volunteering budget, and sometimes the only expense that one associates with involving volunteers. However it is far greater than this. If your team are made up of paid staff, then a volunteer coordinator or manager to run the programme is required. Additionally you may consider a digital volunteer management tool, like **GoVolunteerDundee**. When there is training associated with the role, it may have costs such as facilitators or hospitality. You may also provide clothing and equipment. It is worthwhile to consider volunteer events and other events of significance may generate a cost.

Printing of certificates may not be a huge cost and you can be creative with your design, and having a **Canva** account (free for charities) will give you access to editable templates.

Your Policies

Policies are an essential part of any organisation. Creating them can be daunting but they will be necessary for running a volunteer programme. Certain policies like those related to equality and diversity, health and safety, safeguarding, data protection and confidentiality, should be applied to volunteers in a similar manner to paid staff, making sure that terms used give reference to volunteers. Policies that are employment related do not apply to volunteers.

When creating a new policy or document be aware of your terminology, and use the headings which clearly indicate that they are not under a contract of employment. Examples like:

- signing a 'Volunteer Agreement' rather than 'Volunteer Contract'
- reading through a 'Volunteer Role Description' and not a 'Job Description'
- using 'reimbursement' instead of 'payment' when it comes to expenses

SCVO have this helpful information on writing a volunteer policy.



Insurance

This must be a consideration, and that your insurance policy covers any risks and liabilities that your organisation may be accountable for. It is advisable to contact your existing provider with any queries in relation to this. This [**Volunteer Wiki**](#) tells you why.

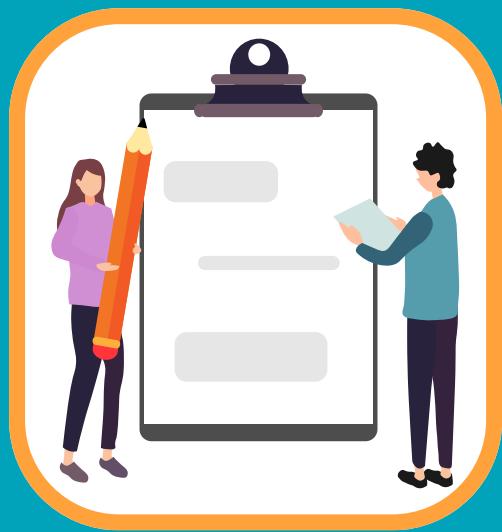
NCVO have a section with [**10 questions**](#) to ask about insurance. This is written by Zurich who are a large insurance provider. Zurich also provide a downloadable PDF at the end of the above linked page called "Frequently asked questions and useful resources (1.6MB/PDF)". The PDF is called "Select for Charities and Social Organisations FAQs and useful resources" and is a comprehensive guide containing 11 pages of information.

This SCVO [**link**](#) explains compulsory insurance, and is highly recommended and discretionary.

Risk Assessments

It is necessary to risk assess activities that your volunteers will be involved in. This will mean that you identify health and safety hazards and evaluate the risks that they pose. You should also be aware of any current controls you have in place and if they are rigorous enough, or if you need to implement additional controls.

You can use a simple risk assessment matrix and download a template through the [**Health and Safety Executive**](#), where you can also find information on risk assessments.



Commencing Your Programme

Networking is a great step to help you understand the landscape, gain information and foster connections. Most organisations will face similar challenges with volunteering programmes so speaking to others can help to put things into perspective and can give you some hints.

Joining the **DVVA Volunteer Coordinators Network** is a good opportunity to link with others. The meetings will often have a chosen theme that is selected by the members, and everyone is made welcome.

You may be interested in being included on mailing lists. These are some that could be useful:

- Dundee Partnership - if you would like to be added to the mailing list for this e-bulletin please let them know by sending an email to Dundee.Partnership@dundeeicity.gov.uk.
- DVVA Newsletter - please scroll to the bottom of [our homepage](#) to sign up.

You can also check out the following Padlets for the latest events, training and funding opportunities:

- [Third Sector Mental Health Padlet](#)
- The Social Inclusion [One Stop Shop Padlet](#)



Creating a Volunteer Role Description

This is really important to get right; it should give the volunteer a clear understanding of what the role is. It is good to include details, the more you put in the easier it is to visualise. This Volunteer Scotland [resource](#) gives a step by step guide on how to start creating one. This should be devised before you start to advertise, however it is also a good prompt to go over any existing role descriptors to see how accurate and up to date they are.

[Volunteer Wiki](#) also gives some guidance and an example of a role descriptor. Giving some flexibility within the role may come down to a 1:1 chat and see if what the volunteer can offer fits in well. For example, if you needed help with a group for 2 hours every Tuesday and a volunteer comes forward but can only offer 1 hour, it may be a better idea to recruit them along with others. Volunteers can be in short supply so it is better if you can work around their timings.

Don't be scared of saying the sort of skills and attributes you need, it will benefit you in the long-term, and make sure that what you are offering will be an enjoyable experience. The National Council of Voluntary Organisations (NCVO) carried out research in 2019 called [Time Well Spent](#), which informed 8 key things that will help make the experience enjoyable.

Your role descriptor should be:

- Inclusive of everyone
- Flexible around people's lives
- Impactful and makes a difference
- Connected to others, the cause and the organisation
- Balanced, to not overburden the volunteer
- Enjoyable and makes people feel good
- Voluntary, not an obligation
- Meaningful to volunteers' lives, interests and priorities

([NCVO](#) accessed 30/07/25)

Recruitment Case Study

Dundee Women's Aid

The Volunteer Coordinator at Dundee Women's Aid created a case study focusing the impact of their approach to volunteer recruitment and the onboarding process. The approach includes a lengthy training period, and time limiting boundaries on recruitment periods.

This process allows them to recruit and retain volunteers who are passionate about the work they do, and the commitment to training shows visible results in retention.

Please click [here](#) to read the case study.



Where Will You Promote?

Make use of any marketing and communications help and opportunities that you can get. Anyone who has had some formal training will know the tricks to get to an audience. **Supercharge Tactics by Vintage Vibes** in Edinburgh is a good read which shows the 5 areas of focus.

Think about who you will target to recruit, and if there is a demographic of volunteer that you feel is missing or wish to increase. **YouthVIP** undertook a research project to create a picture of how youth volunteering in Scotland currently looks. The report contains nine recommendations that should be embedded by organisations looking to recruit and retain young volunteers.

This **Aberlour** volunteer opportunity specifies target demographics they are looking for within the role descriptor. This has been based on feedback from the young people they support, which is another area which is definitely worth investing in. It can be very enlightening to hear why specific groups are beneficial to those they support, be that through their age, their experiences, their culture or their disability.

Reducing Barriers to EMG in Volunteering is a useful report on recruiting volunteers from ethnic minority groups was carried out by Home-Start.

- **Volunteer Scotland - make a difference through volunteering** - on this site, a volunteer can search by area for opportunities. It covers all of Scotland and includes online opportunities that can be carried out from home.
- **Volunteering - Dundee Volunteer & Voluntary Action** - This is part of the same Volunteer Scotland structure but is filtered down to Dundee only and hosted by DVVA. We can also answer any queries you may have about advertising your opportunities.
- **GoVolunteerDundee** aims to link potential volunteers interested in working with Children and Families to applicable roles and organisations.

Omni-channel visibility is important to reach different demographics, e.g. print, social media, website etc.

- Social Media is a powerful tool, but only if you know your targets and publish in a way that will get their attention. Facebook, Instagram and TikTok can be useful, and remember to keep a record which has had the biggest reach, the most engagement and particularly good end results.
 - Instagram → Primarily photographs and some short videos (reels), with a small amount of text in the caption informing users of the occasion.
 - LinkedIn → Excellent for business-to-business contact. Longer blog post content, accompanied by 1-3 images (posts which feature images are more appealing).
 - TikTok → Short video clips from events could be posted after each, showcasing highlights or expressing attendee feedback.
 - Facebook → Alongside the current posting schedule, Facebook features a similar reels style to Instagram; similar length video could be posted here, alongside longer text posts.
 - **Buffer - Publish** lets you schedule social media posts for free in advance across 1 or more channels - Facebook, Instagram etc. It is useful if you have a number of posts to make; just schedule them and watch them appear on your page.

Website

- Make your website is engaging; **include photos (with consent) of volunteers** or stock images that are a good representation of your work, your values and your diversity. Potential volunteers want to be able to envisage themselves volunteering, and if they can imagine themselves being one of your team.
- Canva
 - You can use **Canva** for designing graphics and flyers. This platform is free for non-profits and if you have no experience they also offer lots of tutorials.
- Eventbrite
 - If you are considering having an open event to get potential volunteers along then **Eventbrite** is a useful tool. You can embed the booking link in any social media posts to promote, do not rely on Eventbrite alone.

What Should You Include When Advertising Your Position?

Make sure to highlight everything that a potential volunteer should take into consideration from the start, like if the role involves any of the following:

- Being outside
- Desk based
- Speaking to people
- Supporting people with health issues
- Being part of a team
- Holiday time provision
- Term times
- Evenings and weekends
- A specific skill
- Being at your base or out in the community

Remember this may be the first time someone has heard of your organisation, or has considered volunteering and what can they gain from it. It is good to be specific, in fact that is what you should strive for.

Things to consider highlighting are:

- Gaining new skills
- Improving skills
- Getting experience in a new area
- Working as part of a team
- Training they can attend (some may be accredited)
- Being part of organisational change
- Putting their experience to good use



Diversity and Inclusion

If you are a bit unsure about what diversity and inclusion mean within volunteering, then this [**Volunteer wiki**](#) gives a detailed explanation. However a more rounded understanding of Equality, Diversity and Inclusion (EDI) is explained in [**Make your Mark**](#), with real examples, top tips and toolkits.

Diversity extends to the types of roles available too. Offering a wide range of opportunities with varying levels of skill, commitment, and flexibility (e.g. virtual, short-term, or different patterns of volunteering) attracts a broader spectrum of people who can contribute in ways that suit their needs and availability.

All volunteering programmes must offer inclusivity and welcome diversity.

Forward Focus Training are a recently formed organisation based in Dundee, led by Amanda O'Connell - a certified Disability Management professional with a strong background in disability support, employability, and inclusive workplace practice. They work with organisations across Scotland and beyond to build more inclusive, supportive and fair workplaces. They have developed a free short online course to help organisations feel more confident and inclusive when involving disabled people in voluntary roles. This course is:

- Free to access
- Practical and easy to complete
- Primarily aimed at managers or coordinators who recruit and support volunteers

It may also be helpful for disabled volunteers themselves, as it provides insight into the kinds of support and adjustments they should be able to expect when volunteering.

You can access the course here - [**Supporting Disabled Volunteers | Free eLearning Course**](#)

The United Nation's focus on neurodiversity is aligned with its broader goals of inclusion and equality for all. You can learn more here about **neurotypical and neurodivergent** individuals.

To save lots of searching on these topics, you can **sign up** to the Third Sector Human Rights and Equalities (THRE) bulletin.

A volunteer may be anxious that their volunteering will affect their benefit payments. This link gives **guidance** on that matter.

Application Methods

When you have identified your target audience in your recruitment drive for volunteers, you must allow for different ways for a volunteer to apply. It may be suitable for someone to pop into your premises to leave their details or to pick up a form, or it may be an online application. Here is an example of an **online application form** for a specific demographic of volunteer.

You may also choose for the application to be completed when you carry out your volunteer interview, and that also means you can assist if they need support to fill it in. You could run an open doors event and have application forms available then, but make sure someone else is also present to chat to the potential volunteer if you are busy.

Keep the forms simple as otherwise people can be put off. Think about what necessary information is required; don't ask for information that is not relevant. In terms of data protection, advise what you are using the information for, how long you will store it for, and how it will be stored.

Onboarding training can be offered as a resource prior to the volunteer starting - if you have registered on the **Go Volunteer Dundee** platform, a volunteer can access standardised onboarding forms through the links created to share with them, and other training within the platform in the Open Events and Training page.

You must make it clear if you are asking your volunteers for **references**.

Selecting Your Volunteers

You may meet a person who is perfect for the role and it all seems straightforward, however it is helpful if you offer you a level of flexibility, and be responsive to what they are looking for, or indeed offering. It is a great approach to try and fit the role to the volunteer and not the other way around. This brings in their skills, where they want to develop, as well as finding out the time they have to offer, and other considerations that they may make you aware of. If the role has a strong element of safeguarding then this section within NCVO "Choosing the Right Volunteers" on **decision making and offer** is helpful.

If you feel they are not suitable for the role they are applying for, give them an indication why not, be fair and let them know how they may upskill. You can direct them to another role, a volunteer positions provider, or external help.

On the **DVVA** website at any one time, we have over 170 volunteering opportunities so it can be helpful to show a volunteer this site or at least make them aware.

Disclosure checks

Register your organisation with Disclosure Scotland to carry out the appropriate checks.

A position that requires a disclosure check can be verbally offered but the volunteer must not start any involvement with the organisation until you receive a satisfactory disclosure result. Not all roles will require a check; those where the role has no contact with or influence on children or vulnerable adults may fall into this category. However it is important to read through the **list of regulated roles**.

If you're unsure whether a role needs PVG membership, you can contact Disclosure Scotland on:

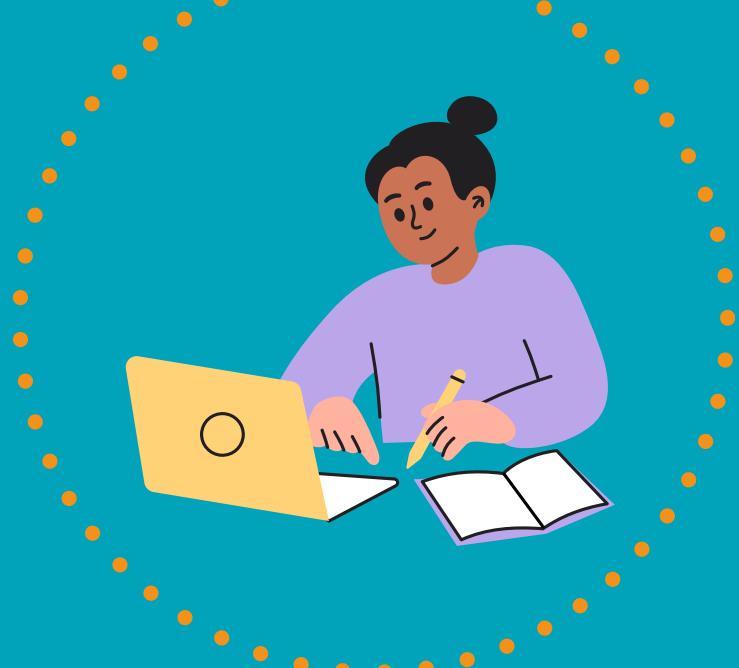
- phone - 0300 020 0040 - The helpline is open Monday to Wednesday 9am to 4pm, and Friday 9am to 3.30pm
- email - **response@disclosurescotland.gov.scot**

Disclosure Training

Disclosure Scotland runs **free webinars** to help organisations who use the PVG scheme. There is a **pre-recorded webinar** on regulated roles, and an **e-learning course** you can use to learn more about the application process. This is helpful as changes were introduced in April 2025 which broadened the list of roles subjects to checks. Those who are involved in making decisions that could impact children and vulnerable adults will require a PVG, even if they never meet the service users in person. This is particularly relevant for trustees.

Whilst this safeguarding process is going on, it is important to maintain some light contact with your potential volunteer. It can be as brief as letting them know you will be in touch as soon as all the checks have been done, or sending them some reading links, such as general information about your organisation. This is a good way to keep them engaged so they don't lose motivation.

Be mindful that you **must** not start a volunteer with your organisation until these checks have been concluded.



Induction

An induction helps a volunteer understand their role, the premises, the procedures and key contacts. It is a vital part and the beginning of their journey and does not all need to be covered on Day 1. Questions may not come initially but make sure you offer lots of time to answer them.

These are areas you can include:

- Mandatory training - think about what do they need to read or hear, and how do they do this.
- Role specific training.
- A tour of the premises, pointing out washrooms, staff room/kitchen, fire escapes & evacuation procedures.
- Introductions to other team members.
- Volunteer handbook and any policies relating to volunteering.
- Sharing training information.
- Claiming expenses; how to do it and timescales.
- Support and supervision, or regular opportunities to talk.
- Buddying up with another volunteer.
- **Dundee Volunteer Passport** and how to complete it.
- How to access open events and training opportunities on the **GoVolunteerDundee** platform.
- External information e.g. the Third Sector Human Rights and Equalities (THRE) has a good explanation of the **United Nations Convention on the Rights of the Child** (Incorporation) (Scotland) Act 2024. This is helpful for those working with children and families. It may be helpful for you to simplify the information to suit the volunteers understanding.

With all of the above it is important to check your volunteer is confident with the information you have given them, so taking it at a steady pace is likely to be better. Discuss with the staff team what the priority areas for the volunteers are, and then plan where it all fits together during the induction period.



Volunteers Voice

This is an incredibly important part of working with volunteers. It is helpful to identify ways where they can feed into the organisation to share ideas and discuss challenges. How can they identify training, suggest different ways they can be involved, or voice a concern? As well as making this an open process, some people do not want to be identified so one way of passing on comments may be an anonymous suggestions box.

If decisions are being made about changes to services, think about how will this affect the volunteers. It shows that you are supportive of your volunteers if you let them know about changes at the right time, whilst not wanting to prompt anxiety or raise issues, and also not making your volunteer team feel that they have no say in the matter. Having alternatives if an area of work is due to stop should be addressed before any communications begin.

Awards and Certificates

If you have volunteers who are aged 12 to 25, you can register for the **Saltire Awards - Celebrating youth volunteering in Scotland**. You sign up to be a host of the Saltire award as an organisation, then each volunteer can create an account that links to your organisation.

If you host the **Dundee Volunteer Passport**, you will have access to printable certificates that celebrate volunteering hours -10, 20, 50 hours and upwards.

Universities often recognise voluntary involvement as an addition to the student's academic work, and the gaining of transferable skills. It is important to be able to have this discussion with the volunteer if this is something that they may want a bit more feedback on, and what sort of information they may need such as; the nature of their role, their hours or more personal feedback. This may tie directly into awards such as the **Dundee University Dundee Plus**. These awards are currently on hold but that link will give the general idea.



Support

It is important to show your volunteers that they are valued and appreciated, this can take many forms. This Volunteer Scotland guidance document on **recognising and rewarding** has helpful suggestions and ideas for all throughout the volunteer's journey. It acknowledges that making time to get to know your volunteer's motivations will help you find the best way to make them feel appreciated. For some it's a simple 'thank you' and a personal message, for others it is asking them to represent the organisation at events and conferences.

If you are making the offer of regular support then you should identify what that is - will it happen every week, monthly, or if it's part of a supervision session. You may be in the position where volunteers can pop in at any stage, or you may feel it suits the roles and schedules to have set times for this. However, letting people know what support entails is very important as well as recognising the boundaries.

Over the last few years as a legacy of the pandemic and of the impact of our continued cost of living crisis, more organisations have found that they are being asked to support volunteers on a very individual and personal level. This is perhaps because of the nature of the teamwork, the general vibe and people feeling like they have a safe space to talk about personal issues. It is very hard to draw the line and not become too involved, but showing understanding and empathy is the first step. There will likely be other help and services you can direct them to.

Dundee Volunteer Passport

The **Dundee Volunteer Passport** has been introduced to improve volunteer retention by offering a way to record and evidence the skills that a volunteer develops in their role. The volunteer passport is a place to keep a record of training attended, hours contributed and self-reflection on the volunteer's experiences.

It can be used when applying to further and higher education courses, apprenticeships and employment, as well as other volunteering roles. This helps the organisation to see the skills a volunteer can bring as well as understanding how they, as an organisation, can support and develop them.

Passports can be a way of recognising achievement as well as improving portability (movement of volunteers). However, each volunteer still must go through disclosure checks for each organisation they apply to when carrying out a regulated role.



Exit Interviews

Exit interviews are essential if your group wants to ensure that future volunteers have a positive experience of volunteering. It doesn't matter why the volunteer is leaving, everyone will have had some experiences that you could learn from. Face-to-face exit interviews are an ideal way of gaining feedback. However where this is not possible, there are alternative methods such as an informal phone call to discuss their experience of volunteering or asking the volunteer to complete an exit questionnaire. Feedback will be valuable even if no serious issues are identified. If possible, it is usually best if an exit interview is conducted by someone other than the volunteer's direct supervisor, making it easier for the volunteer to be honest about things which could have been done better.

Tips:

- Ensure confidentiality.
- Think carefully about your choice of questions to make sure you get as much useful information as possible - start with straightforward questions, save harder questions for the end.
- Be positive and remain focused on the volunteer.
- Be prepared to hear the unexpected and things that you may not agree with - remain open-minded and remember that there is no value in arguing with a departing volunteer.
- At some point ask why they are leaving, if you have not done so already.
- Ask the volunteer if and how they feel that they could have been supported better.
- Give the volunteer plenty of opportunities to make general comments.
- Ask if there was anything that your organisation could have done to prevent the volunteer from leaving.
- Give the volunteer an opportunity to reflect on what they have gained from volunteering. It is important when a volunteer leaves that they feel that their contribution has been valued and appreciated. Remember that their last memory of the organisation will depend on how you say goodbye and this will have an impact on whether they continue to support the organisation in other ways.

Here are some examples of exit interviews questions:

- **Partnerships for wellbeing.**
- **West Sussex partners for carers** specifically caters for youth volunteers.

We are happy to share a exit template with you, please email volunteer@dvva.scot if you would like a copy.



Keep your language positive but allow for volunteers to express their opinions if some areas were not to their liking or really challenging.

You can also use scoring and scaling such as strongly agree/agree/neutral/disagree/strongly disagree. As the coordinator you should not be carrying out the interview so make sure that other team members are aware of it's format. They may add something in too that you hadn't considered.

Take the feedback and act on it, don't just file away. If something is highlighted as very positive build on this, if it is negative think about if there any realistic changes that could be brought in.

Some volunteers feel happy to have a group get together arranged to say farewell others will simply leave quietly, so it is worth finding out what their wishes are. Irrespective of how they choose to move on, be sure to thank them, and invite them to be included in any future volunteer celebration events.

References

A coordinator can be approached to be a reference, and the minimum requirement should be confirming the dates and what the role involved, or the title of role.

Seek HR support if you are unsure about any area, or contact us at volunteer@dvva.scot for a staff member to guide you.

Hopefully both the organisation and volunteer will have gained mutually from them taking part, and for some on the start of their volunteering/employment journey this is valuable for them. The reference can be a record of what they have brought to the organisation, how they have developed, and your confidence in their ability.

