



# **Volunteer Management – The Essentials**

**Course Handbook for ILM Candidates**

## Contents

Course Outline .....	3
Agendas .....	3
About Volunteer Scotland .....	4
Our Training Team.....	5
ILM Endorsement.....	7
Assessment Criteria.....	8
Assessment Guidelines.....	8
Plagiarism Guidelines .....	9
Quality Assuring Assessments.....	9
Support Available.....	10
Appeals.....	10
Equal Opportunities .....	10
Complaints.....	11
Malpractice .....	11
Data Protection .....	11
Evaluation of the Course.....	12
Copyright .....	12
Policies and Procedures .....	12
Equal Opportunities Policy Statement.....	12
Health and Safety Policy .....	13
External Complaints Procedure.....	14

## Volunteer Management – The Essentials Course Outline

### What does the course cover?

The course will explore everything you need to know about involving volunteers. You will be challenged to think beyond what's needed and gain an understanding of today's volunteers and what your organisation needs to have in place to give them a great experience.

The sessions will cover planning for involving volunteers, attracting the right volunteers for your organisation and getting them started. We will also discuss supporting volunteers, managing challenging situations, reward and recognition and evaluating your volunteer programme.

By the end of the course you will be able to:

- Explain what volunteering is, why people do it and what they can do.
- Plan a recruitment process to get volunteers involved.
- Design an induction and support process to get volunteers started.
- Feel confident in dealing with challenging situations surrounding volunteers.
- Identify where you can recognise and reward your volunteers as well as identify opportunities for further development.
- Critically assess your policies and procedures that support volunteering.
- Drive forward volunteering in your area of work.

### Who is the course for?

The course is suitable for both volunteers and paid staff members with responsibility for supporting volunteers, whether you are new to the role or perhaps looking to refresh your skills or knowledge.

## Agendas

### Day 1

**10.00 Welcome**

**10:30 What is volunteering and why do people do it?**

In the opening session we will look at the complex world of volunteering and why people choose to give up their free time.

**11:30 BREAK**

**11:45 Communicating the need for volunteers**

This session will focus on the importance of involving stakeholders and others in the planning process.

**12:30 LUNCH**

**13.15 Designing policies and procedures**

In this session we will look at what you will need to have in place to develop a framework for involving volunteers, including developing policies and procedures.

**14:45 BREAK**

**15.00 Preparing to involve volunteers**

In the final session we will look at creating attractive roles for volunteers.

**16.00 Review of the day**

### Day 2

**10.00 Welcome and review of homework from day 1**

**10:40 Promoting your volunteering opportunities**

In the opening session we will look at how we write effective adverts and promote our volunteering opportunities to potential volunteers.

**11:50 BREAK**

**12:00 Matching volunteers to roles and tasks**

This session will focus on the importance of matching the right volunteers to the right roles.

**12:30 LUNCH**

**13.15 Matching volunteers to roles and tasks (cont.)**

**13:45 Volunteer induction**

This session will cover volunteer induction and the importance of getting it right from the start.

**14:45 BREAK**

**15:00 Communicating with volunteers**

We'll consider the different methods of communication that you can use throughout someone's time as a volunteer, including social media.

**16:00 Review of the day**

**Day 3**

**10.00 Welcome and review of homework from day 2**

**10:40 Supporting your volunteers**

In the opening session we will look at the key types of support that you can offer and the importance of having an effective support framework for volunteers.

**11:20 BREAK**

**11:30 Dealing with difficult situations**

This session will focus on dealing with any challenges you may face when involving volunteers in your organisation.

**12:30 LUNCH**

**13.15 Dealing with difficult situations (cont.)**

**13:45 Recognition and reward**

This session will help you to identify how you can recognise and reward your volunteers.

**14:30 BREAK**

**14:45 Evaluating your volunteer programme**

Light touched session looking at the importance of evaluating your volunteer programme.

**15:15 Essentials board game**

To finish the course we will have a bit of fun and test your knowledge on Volunteer Management!

**15:45 Review of the course**

**16:00 Discussion of ILM assessment (if applicable)**

**About Volunteer Scotland**

Volunteer Scotland is Scotland's only national centre for volunteering. It leads and develops volunteering by providing innovative products and services to support volunteers and the organisations that involve them. It identifies where there is a need for volunteering and exists to understand how to help volunteers and organisations make a difference to communities across Scotland.

Our new website provides a one-stop shop that makes it easy for volunteers to search thousands of opportunities and makes it simple for organisations to advertise new volunteer opportunities. It provides direct access to our Disclosure Services for voluntary organisations, as well as up-to-date

volunteering data and trends at both a local and national level, infographics that bring data to life, and a range of Good Practice Guides and Templates to support the management of volunteers. This means volunteers can quickly and easily find the opportunities they are looking for and the organisations who involve them are able to access the training and advice they need to provide volunteers with great experiences that enable them to make a difference.

For all this and more please visit [www.volunteerscotland.org.uk](http://www.volunteerscotland.org.uk).

Our training courses have been carefully researched and have been informed by discussions with organisations like yours to ensure we understand what it takes to deliver a great volunteer experience. They also benefit from our 30 years' worth of experience supporting organisations that involve volunteers. This allows us to include all the latest volunteering statistics, trends and examples from across Scotland to help inform your practice.

All the courses have been designed to be as practical as possible and are delivered by our outstanding team of experienced trainers. Each member of the team has a passion for volunteering and is committed to making sure you get the most out of your time with us.

## **Our Training Team**

### **Zoe MacGregor, Learning and Practice Development Officer**

As part of her role at Volunteer Scotland, Zoe is an Investing in Volunteers Lead Assessor and is also certified as an online learning facilitator. She enjoys working with organisations to ensure they are confident in their volunteer management practice. Her experiences as a volunteer with homeless people in both Scotland and on internship in the USA lead Zoe to work as an adviser in a local Volunteer Centre. Prior to starting at Volunteer Scotland, Zoe was volunteer manager at Loch Lomond and The Trossachs National Park Authority for 9 years. In her time there, Zoe developed opportunities through work with staff and partner organisations to ensure that volunteers could get involved in a variety of roles. She is an Edinburgh University graduate holding a degree in Sociology and Social Anthropology. Since graduation, her love of learning has led Zoe to courses in counselling skills, mandarin and more recently printmaking.

[zoe.macgregor@volunteerscotland.org.uk](mailto:zoe.macgregor@volunteerscotland.org.uk)

### **Duncan Steele, Compliance Officer**

Duncan is a Compliance Officer within Volunteer Scotland Disclosure Services. A qualified Computer Scientist, Duncan has spent time working in the oil and urban regeneration (people, building and infrastructure) industries across the country. Duncan has qualifications in relation to being a Certified Online Learning Facilitator, a Certificate Of Professional Development In Adult Teaching And Learning and also a National Certificate in Training Practice. Duncan has also been an SQA, CSCS and ECDL centre manager in the various roles he has undertaken.

[duncan.steele@gov.scot](mailto:duncan.steele@gov.scot)

### **Angela McHale, Business Development Coordinator**

Angela is our Business Development Coordinator and is the newest member of the team, joining us from Volunteer Scotland Disclosure Services. Angela's background is in eHealth projects in both the public and private sectors. She was a member of the project team who implemented and delivered training for the Hospital Information System (TRAK) and the SCI Gateway electronic referral system for NHS Lothian. Angela also worked on various projects for a private health informatics company, these included a Diabetes Registry for the Kuwaiti Government and a Cancer Tracking system for North London Cancer Network.

[angela.mchale@volunteerscotland.org.uk](mailto:angela.mchale@volunteerscotland.org.uk)

To get in touch with any of the team, please call 01786 479 593.

## ILM Endorsement



ILM (formerly known as The Institute of Leadership & Management) is the awarding body formed by the amalgamation of NEBS Management and the Institute of Supervision and Management in 2001. It is the largest single management awarding body in Europe.

ILM endorse organisations' own bespoke programmes that meet ILM quality requirements. These are often quite specialist courses, designed to meet the needs of a specific group of learners. The programmes receive Endorsed or Development Certificates to reflect the level of input and learning on the programme.

The overall philosophy of ILM programmes is one of personal and professional development for the individual candidate, bringing greater motivation, company loyalty and effectiveness to the workplace and leading to greater business results.

The Volunteer Management – The Essentials course is endorsed by ILM. This means you can choose to receive either a Development Programme **or** Endorsed Programme.

- **Development Programme:** you will complete the full course but will not have to submit any assessments. You will receive an ILM certificate for the development programme once you complete the course.
- **Endorsed Programme:** in addition to attending the course you will be asked to submit a **2000-2500 word report** to demonstrate your learning. Support will be available to you from the tutor whilst completing your assessment. You will receive an ILM certificate for the endorsed programme once you have completed the course and passed your assessment.

## ILM Membership

During your studies with ILM you can also enjoy studying membership and access to ILM online resources for students. Upon completion of your qualification you can choose to join ILM and have post-nominal letters to enhance your CV, as well as providing many other member benefits. For further information on ILM membership head over to the ILM website: [www.i-l-m.com](http://www.i-l-m.com) where you can activate your membership. Further details will be sent out in due course.

## Assessment Criteria

**You are asked to submit a 2000-2500 word report that effectively makes the case for change in your organisation.**

The following assessment criteria will be used to mark your report:

Criteria
Demonstrates an understanding of volunteer management practice.
Communicates persuasively the need for change.
Utilises other ideas, concepts, models and/or theories to illustrate the need for change.
Structure of report appropriate for purpose.
Use of language appropriate to audience.
Referencing (if used)

All assessments will be marked by experienced tutors. The course is not graded, but you will be awarded a 'pass' or 'resubmission required' based on how far you meet the assessment criteria.

## Assessment Guidelines

- You may wish to discuss with your line manager or tutor prior to writing your assessment.
- Please structure your work carefully, using headings and sub-headings to guide the reader.
- The word count is set at 2000 words but this should be seen as a guide only, to help you achieve a balanced piece of work.
- The overall pass mark is 50% of the total number of marks available for each question.
- Check to see that your work meets the assessment criteria shown for each question.
- Submit your work with a statement of authenticity, stating that the work is your own. This could be at the front of your assignment or as a footer.
- Whilst you will not be penalised for weak spelling and grammar, you should remember that this may affect the meaning of your document.
- Remember that your tutor is there to support and guide you.
- All material will be kept confidential and secure as far as is reasonably possible.
- If you cannot meet the submission date for whatever reason please speak to your tutor as soon as possible.
- Ensure that you do not plagiarise work from others. Guidance on this is provided below.

## Plagiarism Guidelines

- All work must be in your own words.
- If you use someone else's exact words in your work, they must be in quotation marks. Use quotations sparingly and only when you feel the author has expressed something so well and concisely that the words cannot be improved.
- When using a quotation, you must provide the name of the author, date of their work and page number of the quotation (e.g. Hill, 2004, p42) and then provide full details of the reference in the bibliography (reading list) at the end.
- You must provide a bibliography - a list of the books, articles and other sources you have quoted at the end of your assignments.
- If you do read another learner's work, it should not be presented as if it is your own work - even if you are working jointly on a piece of work.
- When referencing use the Harvard system for consistency:
  - Books: Hill, P. (2004) Concepts of Coaching: a guide for managers. ILM, London
  - Articles: Grant, A.M. (2010) It takes time: a 'stages of change' perspective on the adoption of workplace coaching skills. Journal of Change Management, 10 (1), pp. 61-77.

For more guidance on referencing please read De Montfort University's [The Harvard System of Referencing](#).

If it is suspected that copying of written work or plagiarism is taking place by one or more candidates, the following procedures will apply:

1. If an Assessor suspects that copying/plagiarism has or is occurring, s/he will make use of oral questions to probe the knowledge and rationale behind the evidence and record the candidate's responses.
2. If the responses are insufficient and/or unclear, the candidate's will be asked to redo the work in their own right.
3. Should this happen again, the candidate will be asked to leave the course.

## Quality Assuring Assessments

To ensure quality in the provision of training courses Volunteer Scotland follows a strict internal quality assurance process:

- Assessments are marked against the agreed criteria.
- A member of Volunteer Scotland staff, who is not the tutor, carries out internal verification of courses before candidates receive their results to ensure fairness and consistency in marking. Sampling is 50% for new programmes or new tutors, reducing to 15% for established programmes and tutors.
- Assessors receive feedback on their practice and action points for improvement.
- Customer feedback will be gathered throughout and at the end of programmes and used to improve delivery, materials and content where relevant.
- ILM will appoint an external verifier to feedback on the quality of our provision and assessment practices and any action points will be acted upon for improvement.
- All records of reviews, follow up actions, minutes of meeting etc. will be provided to the external verifier as a contribution to the centres holistic monitoring of activities.

## Support Available

Volunteer Scotland is committed to providing equal treatment of all learners and is committed to avoiding the unlawful discrimination of all learners. Learners are invited to advise us of any additional support requirements on the application form. Any information that is provided by an individual in this section of the application form will be discussed in full with the tutor before the course starts. It is the learner's responsibility to disclose any special requirements on the application form or in discussion with the tutor. Any further additional support requirements that arise should be brought to the attention of the tutor, who will discuss these in full with the learner.

We have fully accessible facilities where learning courses will be held. On notification of additional requirements we will communicate with the learner to ensure all reasonable attempts are made to meet the requirements of all individuals in respect of mobility, sensory impairments or any other specific needs. Your tutor will also be available via phone and email to discuss any issues with the course or assessment during working hours.

## Appeals

If you are unhappy with the assessment decision you may appeal using the following process.

- Stage 1: In the first instance you should raise your concerns with your assessor who will explain the decision and listen to the candidate's concerns.
- Stage 2: Where agreement cannot be reached between assessor and candidate, the candidate should appeal in writing to the Volunteering Services Manager within ten working days of the assessment decision. Feedback will be given to the candidate and the tutor on the decision within ten working days. This is the final stage of the appeals programme for Endorsed programmes.

The only grounds for appeal are:

- Personal circumstances previously disclosed but unrecognised by the assessor or verifier that impact on the assessment decision
- Irregularities in assessment procedures, which may have affected the learner's results in a serious way

## Equal Opportunities

Volunteer Scotland strives to provide a confidential and non-judgmental environment that enables all clients to be treated with dignity and respect. We aim to be responsive to the needs of customers with physical or mental disabilities and will make reasonable adjustments necessary to provide an environment appropriate to individual needs. Steps will be taken to ensure that all learners are treated equally and fairly, that decisions on allocation of learning course places and achievements are based on related criteria for each programme.

We aim to create a supportive learning atmosphere in which learners have regard for each other's rights and everyone is treated with respect and dignity. We also aim to reduce any barriers to learning and will take steps to encourage learners to:

- Ask questions of us to help them make decision to apply for a learning course.
- Record any specific learning required on the application form.
- Discuss any specific learning requirement at the induction to the learning and/or later as a learning needs arises.
- Plan assessments using assessment methods that take account for any specific learning requirement.

- Seek support required to enable them to participate in our learning programmes.
- Treat others with respect at all times.
- Actively discourage discriminatory behaviour or practice.

For more information you can read our Equal Opportunities Policy Statement in the Policies and Procedures section of this handbook.

## **Complaints**

Learners who believe they are being unfairly treated are entitled to raise the matter through the Complaints Policy as detailed in the Policies and Procedures section of this handbook. Action will be taken under our Disciplinary Policy against any employee who is found to have committed an act of improper or unlawful discrimination, harassment, bullying or intimidation.

We will also take appropriate action against any third parties who are found to have committed an act of improper or unlawful harassment against our learners.

## **Malpractice**

Malpractice is any activity or practice which deliberately contravenes procedures and regulations. It means that there are serious concerns about the integrity of the assessment or the validity of certificates and as such is taken very seriously by the ILM.

Examples of malpractice by centres/providers:

- Deliberate misuse of the ILM logo by the centre/provider
- Contravention of examination regulations by the centre/provider
- Falsification of documents.

Examples of malpractice by learners:

- Cheating of any nature by learners, including plagiarism
- Deliberate misuse of the ILM logo by the learner
- Contravention of examination regulations by the learner
- Repeated maladministration (normally three consecutive incidents).
- For specific guidance on plagiarism and cheating please see the Copying & Plagiarism Policy

Maladministration is an activity or practice which results in non-compliance with regulations, but it is normally the result of a genuine mistake rather than any deliberate plan to gain an unfair advantage. Where a centre/provider repeatedly makes mistakes then this would eventually constitute malpractice.

Examples of maladministration:

- Late registration of learners with ILM
- Claiming certification for incorrect units

Centres/providers and learners should take all reasonable steps to prevent malpractice from occurring throughout the development, delivery and assessment of ILM qualifications/programmes.

## **Data Protection**

Candidates will be registered promptly in keeping with awarding body regulations and records will be kept securely under the Data Protection Act. Information will only be retained where necessary for awarding body compliance and will only be accessed by the manager and programme staff for reasons of programme management. No information will be released to any other person or organisation.

## Evaluation of the Course

Evaluation is very important to us at Volunteer Scotland. We will therefore be conducting a thorough appraisal of the course. This will be done in the following ways:

- At the end of each day we will ask you to fill in evaluation forms to gather your thoughts on how well the learning objectives were met, how you felt the tutor delivered the content as well as the logistics for the day. This input is valued and we welcome both positive and constructive feedback.
- 3 months after the course we will be in touch with a number of participants, either via email or by phone to discuss your progress in implementing your personal vision for change developed whilst attending the course.

We are open to comments outside of these evaluation mechanisms so please feel free to chat with any member of staff when you have comments.

## Copyright

By accessing any course of the course material you are agreeing to the statement below.

Copyright of the course and all its contents, its design, text and selection of graphics and arrangement, is owned by or licensed to Volunteer Scotland. You are allowed to download and print content from the course for your personal, non-commercial use only. You agree not to reproduce, retransmit, broadcast in any media, post on any network computer, duplicate, copy, commercially exploit or transfer the course or its contents without prior written permission.

Use of any trademarks, service marks and trade names in this course which are proprietary marks of Volunteer Scotland without prior authorisation in writing by Volunteer Scotland is prohibited.

Sometimes we provide links to websites and resources operated by third parties. We are not responsible or liable for anything that occurs when you visit these third party websites and resources. These third party websites may have their own terms of use so you will need to be aware of these. Furthermore, unless stated otherwise, Volunteer Scotland does not endorse any third party website to which it provides a link.

## **Policies and Procedures**

### **Equal Opportunities Policy Statement**

Volunteer Scotland is an equal opportunities employer and is committed to providing equal treatment of all employees and potential applicants. Volunteer Scotland is also committed to avoiding unlawful discrimination in employment to members and stakeholders.

Volunteer Scotland complies with the requirements of current legislation on Age, Sex Discrimination, Race Relations, Disability Discrimination, Religion or Belief, Sexual Orientation and Civil Partnerships.

Staff, Directors, Volunteers and individuals on temporary assignments are included in the scope of this policy. This statement is issued to all new members of staff with Volunteer Scotland, is set out in instructions to line managers and those responsible for recruitment, training and promotion. The statement is also accessible to employees and non-employees via the Volunteer Scotland website.

Volunteer Scotland supports the principle of equal opportunities in employment and opposes all forms of unlawful or unfair discrimination both direct and indirect on the grounds of age, colour, race, religion or belief, sexual orientation, nationality, ethnic or national origin, sex, marital status or disability.

Volunteer Scotland will promote and develop a working atmosphere in which employees have regard for each other's rights and everyone is treated with respect and dignity. Eliminating discrimination and providing equality of opportunity requires the commitment of all members of staff.

Volunteer Scotland will take steps to encourage employees to:

- treat others with respect at all times
- actively discourage discriminatory behaviour or practice
- participate in training and learning opportunities that would enable them to adopt good practice

Members of staff who believe they are being unfairly treated are entitled to raise the matter through the Grievance Procedure.

Action will be taken under Volunteer Scotland's disciplinary policy against any employee who is found to have committed an act of improper or unlawful discrimination, harassment, bullying or intimidation. Serious breaches of this equal opportunities policy statement will be treated as potential gross misconduct and could render the employee liable to summary dismissal. Employees should also bear in mind that they can be held personally liable for any act of unlawful discrimination. Employees who commit serious acts of harassment may also be guilty of a criminal offence.

Volunteer Scotland will also take appropriate action against any third parties who are found to have committed an act of improper or unlawful harassment against its employees.

Accordingly, it is our practice to treat all people equally regardless of age, colour, race, religion or belief, sexual orientation, nationality, ethnic or national origin, sex, marital status, or disability in all aspects of employment including recruitment, training and promotion.

Volunteer Scotland will monitor equal opportunities information and practice to assess the effectiveness of this policy statement. Where changes or further training is required, this will be implemented.

## Health and Safety Policy – General Statement

Volunteer Scotland is fully committed to meeting its responsibilities under the Health and Safety at Work etc, Act 1974, the Management of Health and Safety at Work Regulations 1999 (as amended), and associated protective legislation, both as an Employer and as a company.

To achieve those objectives, Volunteer Scotland has appointed designated member(s) of staff to be responsible for Company health and safety; to keep workplace health, safety and welfare procedures under constant review; to liaise with the Health and Safety Executive wherever necessary; and to keep the Company and its Board of Directors abreast of new legislation, EU Directives, Regulations and British Standards, in order to ensure ongoing compliance with the law.

The main responsibility for health and safety lies with the Chief Executive with designated responsibility given to the Head of Human Resources. The Company is bound by any acts and/or omissions of the Chief Executive, any Executive Director or Manager, giving rise to legal liability, provided only that such acts and/or omissions arise of and in the course of Company business.

To comply with its statutory and common law duties, the Company has arranged insurance against liability for death, injury and/or disease suffered by any of its employees arising out of and in the course of employment, if caused by negligence and/or breach of statutory duty on the part of the Company.

Company employees agree, as part of their contract of employment, to comply with their individual duties under both the Health and Safety at Work Act and the Management of Health and Safety at Work Regulations 1999 (as amended) and will co-operate with Volunteer Scotland to enable him/her to carry out his/her health and safety duties under the Act. Failure to comply with health and safety duties, regulation, work rules and procedures regarding health and safety, on the part of any employee, may lead to dismissal in the case of serious breaches or repeated breaches; such dismissal may be instant and without prior warning.

In accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995, the Company has instituted a system for reporting accidents, diseases and dangerous occurrences to the Health and Safety Executive, in addition to its statutory duty to provide an Accident Book. The Company will comply with its duties towards employees under the Health and Safety at Work Act and the Management of Health and Safety at Work Regulations 1999 (as amended), so far as is reasonably practicable, in order to:

- Provide and maintain plant and systems of work that are safe and without risks to health, a safe place of work, a safe system of work.
- Ensure the safety and absence of risks to health in connection with the use, handling, storage and transport of articles or substances
- Provide such information, instruction, training and supervision as may be necessary to ensure the health and safety at work of its employees.
- Make regular risk assessments available to employees
- Take appropriate preventative/protective measures
- Provide employees with health surveillance where necessary
- Appoint competent personnel to secure compliance with statutory duties and to undertake reviews of the policy as necessary

In order to meet its obligations towards the general public and all lawful visitors to the company's premises, the Company will pay strict attention to its duties under the Health and Safety at Work Act and the Occupiers' Liability Acts 1957 and 1984.

This policy has been prepared in compliance with Section 2(3) of the Health and Safety at Work etc. Act 1974 and binds all Directors, Managers and Employees, in the interests of Employees and Customers. We request that our Customers and Visitors respect this Policy, a copy of which can be obtained on demand.

## External Complaints Procedure

### Introduction

Volunteer Scotland's core values are to work, both externally and internally with integrity, openness, honesty, accountability, inclusiveness, diversity and equality of opportunity. It is our policy to address any complaints received regarding services we provide, members of staff or the administration of Volunteer Scotland, efficiently and in a timely manner.

### Commitment

We aim to provide consistently high levels of service to all users and believe in treating every client as an individual. You can expect that in dealing with Volunteer Scotland that:

- You will be treated with respect and courtesy
- Your enquiry will be dealt with promptly and efficiently
- You will have full access to the advice and guidance you require
- Should you be dissatisfied with the service you experience, this will be addressed in order to maintain our commitment to all service users.

### Complaints Procedure

We recognise that from time to time service users may be dissatisfied with the service they have experienced. Your feedback and comments are important to us and we will always try to address your concerns directly with you. Should you feel that the matter necessitates a written complaint, or we have not resolved your issue without the need for a written complaint then the procedures outlined will be followed:

- 1 You should complete our external complaints form, available on our internet, outlining the nature of your complaint.
- 2 This should be addressed to the Volunteering Services Manager – Volunteer Scotland in the first instance. This will be logged and the appropriate Head of Department notified who will work with the Volunteering Services Manager – Volunteer Scotland to try to resolve the matter. Your complaint will normally be acknowledged within 5 working days of receipt however, we may seek further information from you at this stage regarding the circumstances of the event
- 3 We will normally respond to you within 15 working days. However, where it is not possible to do this, we will advise you of progress and when a response is likely
- 4 If you are not satisfied with the outcome, you will have the right of appeal to the Volunteering Services Manager who will consider all facts. The outcome of the appeal will normally be communicated to you within 15 working days. Where this is not possible, we will advise you of progress and when the outcome of your appeal is likely

### Specific Complaints Not Covered by Procedure Above

- If your complaint is regarding the handling or dealing with specific confidential disclosure information relating to the Protection of Children and vulnerable adults then this should be dealt with by the sub process which we have in place for our Disclosure Services which can be found at [Volunteer Scotland - Disclosure Services](#)
- In the event that your complaint is with the Volunteering Services Manager – Volunteer Scotland, please address your complaint to Head of Human Resources.
- In the event that your complaint is with Volunteer Scotland as a whole, please address to the Chair of the Board of Volunteer Scotland who will personally investigate all substantive facts and make a decision on what action to take.
- Where the complaint is made against a Board Director of Volunteer Scotland then this should be made to the Chair and the process as covered by the Code of Conduct within the Standards of Practice for Directors will be followed. Where the complaint is against the Chair then the same process will be followed with the complaint being addressed to our Vice Chair.