



Volunteering Auckland

Where Volunteering Begins

Placing youth in a volunteer framework



Executive Summary

Volunteering Auckland is faced with an encouraging challenge: it has more volunteers 18 years old and younger than it has voluntary organisations willing to place them. As a nonprofit that helps other nonprofits find and maximise a volunteer base, Volunteering Auckland wanted to discover what hinders and what might help organisations to effectively engage and retain youth volunteers.

Most research related to youth volunteerism is youth focused, finding ways to encourage youth to participate, pointing out the benefits they receive in terms of social capital, work experience, and personal achievement. But 'Placing Youth in a Volunteer Framework' looks at the relationship between youth and nonprofits from the organisational perspective, discovering the reasons why few organisations choose to accept youth volunteers, the challenges and prejudices, and proposing ways Volunteering Auckland can equip organisations to overcome them.

Even organisations that have vulnerable clients or unsafe environments may find tasks that youth are capable of. Examples from those who have both high-needs clients and a thriving core of young volunteers provide guidance for how that can be accomplished. For nonprofits that do not have the margin to invest in the staff needed to nurture a volunteer base, implementing strategic systems of training and supervision may enable them to still incorporate volunteers.

Some youth may not find a fit within an organisation, or wish to take more of their own initiative. Volunteering Auckland is also well placed to provide them with the tools to create their own community project and recruit other young people to pitch in, whether it is a one-off project or an initiative that participants wish to take further.

Volunteering Auckland engaged an Auckland University Masters student to assist with a research project to ascertain, from our research, what are the enablers and barriers for NGOs in engaging youth aged 13-18 years into their organisations as volunteers. This research paper is the result.

Young people want to volunteer ... we need to ensure we have the opportunities where they can contribute!

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Table of Contents

Introduction	4
Why young volunteers volunteer	5
Why organisations prefer older volunteers	6
Who are the volunteers?	7
Organisations' limitations	9
Opportunities for volunteers	10
A success story: Elizabeth Knox Home	13
Recommendations	15
Resource existing Volunteering Auckland initiatives	16
Get the word out	16
Proactively advise member organisations	17
Measure success	17
Opportunities for further research	18
Learning from youth	18
Learning from Volunteering Auckland's partners	18
References	20
Appendices	22

‘Young people bring a different perspective to problems. They may be more creative, may see the easier way to get something done, may be more direct. The easiest way to find out what they may be able to contribute is to ask them and to listen to their answers.’

– *Families Volunteer* by Kerry Kenn Allen and Sarah Harrison, p. 35

Introduction

Volunteering Auckland is receiving a growing number of youth applicants. According to its database, to the year end 30 June 2012, 208 15- to 19-year-olds applied; in 2013, that number rose to 229. Then in 2014, it more than tripled - 803 youth applied. The 10- to 14-year-old segment experienced an even greater increase percentage-wise, from 5 in 2012 and 10 in 2013 to 45 in 2014.

The organisation has more than 200 nonprofits registered, but the majority prefer to use volunteers over the age of 18. As a result, it is difficult to find places for all of the teenagers in Auckland who are seeking a volunteer experience. A Volunteering Auckland survey found that the main deterrents for organisations to accept young volunteers were the vulnerable nature of their clients, the level of training required, and the time commitment expected (Appendix 1).

So the question is, what obstructs and what enables successful involvement of youth in voluntary organisations? And how can Volunteering Auckland help organisations overcome the obstacles and leverage the benefits of hosting youth volunteers? Here we find answers by looking at the Volunteering Auckland’s interviews with its partners, stories of success at home and abroad, Statistics New Zealand’s census data, and research conducted by nonprofits, government agencies and academic bodies.

There is no shortage of discussion on the importance of mutually beneficial relationships between youth and their communities. Bronfenbrenner’s ecological theory of development suggests that when there are more strong, positive relationships within the microsystem (household or family) and mesosystem (community contacts from workplaces to friendship circles), it strengthens both broader communities and individual well-being (Lewton and Nievar 2012, pp. 691-692). However current research on youth volunteering primarily addresses the benefits to youth as individuals, not organisations, discussing how best to mobilise young people and not necessarily why people should create places for them. Many of these discussions confirm the stereotypes that dissuade organisations from inviting youth on board, such as the fact that training and supervision is more

intensive for those who have yet to finish formal education and have little work experience (Lewton and Nievar 2012, p. 696).

The common assumption that young people contribute less to their communities than older generations is not entirely unwarranted. Statistics New Zealand's 2009/10 Time Use Survey reports that 12- to 24-year-olds spend the most time of any demographic on personal care, sports and hobbies, and social entertainment, while spending the least time on household work and unpaid work. However the combined hours for labour force activity and education/training are equivalent to working-aged people's labour force activity, indicating that they are as productively occupied as older generations (Statistics NZ 2011, p. 10).

A number of sources do express optimism about the freshest crop of volunteers, and they are worth listening to in order to capitalise on the strengths that young people bring to voluntary activities. According to one, 'In countries on every continent, young people are coming together to lead campaigns, run projects, start new organisations – all aimed at improving their communities, their nations, their world' (Adair 2011, p. 6). In 2005, the Russell Commission report in the UK also recognised a demand from young people to volunteer that wasn't matched with opportunities in their communities (Russell 2005, p. 6).

As with volunteers in every age demographic, organisations will find advantages to employing young volunteers as well as challenges. Those that seek to leverage the advantages will discover that there are many opportunities to develop mutually beneficial partnerships with young volunteers. As one rest home's volunteer coordinator observed, 'One of the most beautiful things about youth volunteers ... is that younger people often don't see the disability in someone – they see what is still there, what is still possible and what a person is capable of doing' (Appendix 2).

The best way to answer how to match the potential of youth with places for them to contribute is to look at organisations that are successfully employing young volunteers, and to identify what elements of their approach can be replicated. Elizabeth Knox Home and Hospital has a well-documented, intentional approach to recruiting and retaining young volunteers. Not every organisation will be able to afford a dedicated volunteer coordinator (or even a part-time coordinator), but the systems Knox has put in place can inform other programmes. There are also further examples of organisations that are making headway involving greater numbers of youth and, in the UK, a youth-focused equivalent of Volunteering Auckland is blazing new trails.

Why young volunteers volunteer

As Volunteering Auckland has discovered, many youth are enthusiastic about volunteering. The benefits to both young people and their neighbourhoods are numerous – greater community involvement, increased confidence, sharing social resources, gaining social capital and work experience, and building respect between youth and communities (Family Volunteering, p. 8).

In the words of a German study on youth completing a year's voluntary service, there is a simple precondition to their commitment: 'They must regard the work as being really useful and specific, and it must have an element of fun' (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth Berlin 2000, p. 25).

Among the immediate incentives for young people to volunteer are educational requirements and awards. Some higher decile schools in Auckland actually require students to complete a volunteer component, and a number of students in New Zealand also participate in the Duke of Edinburgh's Hillary Award (Appendix 3). The Bronze award requires practical service for a minimum of three months and the Gold award between 12 and 18 months, with a minimum one hour/week commitment (Duke of Edinburgh, 2014).

There is also a strong social component to youth volunteering. More than any other demographic, teenagers are much more likely to take initiative if they are doing so with friends (Allen and Harrison 1983, p. 11). They often volunteer because they have friends who have, discovering the benefits by word of mouth.

Elizabeth Knox Home and Hospital in Auckland has a programme specifically for high school volunteers. Responses to the questions of why they volunteer and what they have learned include, 'I gained more confidence,' 'I could build a relationship,' 'I want different types of interactions than I have at school,' 'To do something meaningful,' and even 'I have too much free time.' Some students already have careers such as nursing or hospitality in mind, and a number said they appreciated the opportunity to learn skills ranging from serving tea and coffee to giving presentations (Elizabeth Knox Home 2014a).

Why organisations prefer older volunteers

Several organisations Volunteering Auckland works with stated that the vulnerable nature of their clients necessitates older volunteers, suggesting that they don't see younger ones as mature or reliable enough to fulfil the roles (Appendix 1). This echoes reports and research into increasing youth participation, which teem with suggestions for keeping participants interested and excited, providing adequate training and supervision, and finding tasks that unskilled helpers can handle.

Limited availability also makes youth less attractive. Although they may have more free hours than a full-time employee, they are constrained by school and exam schedules, family commitments, and often part-time employment and extracurricular activities such as sport. They also rarely have their own transport. Because their schedules and commitments change frequently, youth are also less likely to settle into a long-term role within an organisation (Appendix 4).

Organisations must also consider liability, and some are restricted by legislation. Habitat for Humanity, for example, cannot legally allow anyone under the age of 15 on its building sites. Because they have experienced youthful lack of judgement and horsing around, they have set their age limit for construction sites at 16 and have supervision requirements (Appendix 3).

Training volunteers who have little or no work experience is a big ask for small organisations, as is a high level of supervision. The staff-to-volunteer ratio needed for smooth operations may prohibit teams that are already stretched thin to take on young (or sometimes any) volunteers. Unless organisations are convinced that the effort getting volunteers up to speed will be worth it in the long-run, they are unlikely to start the process. There is often less ‘long-run’ with youth, and they will probably require more time to train and supervise.

Some youth can be less efficient at completing tasks as well. Habitat for Humanity has found this is due not just to inexperience but lack of concentration and concerted effort. Unlike more mature volunteers, who generally participate on their own and for their own reasons, youth who participate in Habitat’s building projects may be there for social reasons as well as practical and altruistic ones. They have also witnessed instances of parents signing teenagers up in order to keep them busy outside of term time, so participation is not necessarily willing (Appendix 3).

Who are the volunteers?

Females are twice as likely than males to do unpaid work according to both international trends and Statistics New Zealand’s latest Time Use Survey. The majority of activities classed as ‘work’ is unpaid for females, 65 percent, while only 37 percent of male work is unpaid (Statistics New Zealand 2011). Females between the age of 15 and 19 are more than three times as likely to register with Volunteering Auckland: 619 applied to the year ending 30 June 2014, compared to 186 males.

Statistics New Zealand reports that youth are the least voluntarily engaged demographic, with lower levels of unpaid work for young people (aged 12-24 years) than other age groups, averaging 1 hour 46 minutes a day (Statistics NZ 2011). The rise in applications at Volunteering Auckland suggests that this may not be due to an unwillingness to volunteer, but actually a lack of opportunities.

In a breakdown of ethnicity, Statistics New Zealand reports that European and Maori rates of unpaid work for any organisation were the highest, with 34 percent and 32 percent participating, respectively, and Asian rates were among the lowest at 21 percent (Statistics New Zealand 2011, p. 15). However the applications with Volunteering Auckland follow the opposite trend, with rates for Asian youth exceeding their percentage of the Auckland population and European youth underrepresented (Figure 1).

Figure 1: Ethnicity of 15- to 19-year-olds registering with Volunteering Auckland to the year end 30 June 2014.

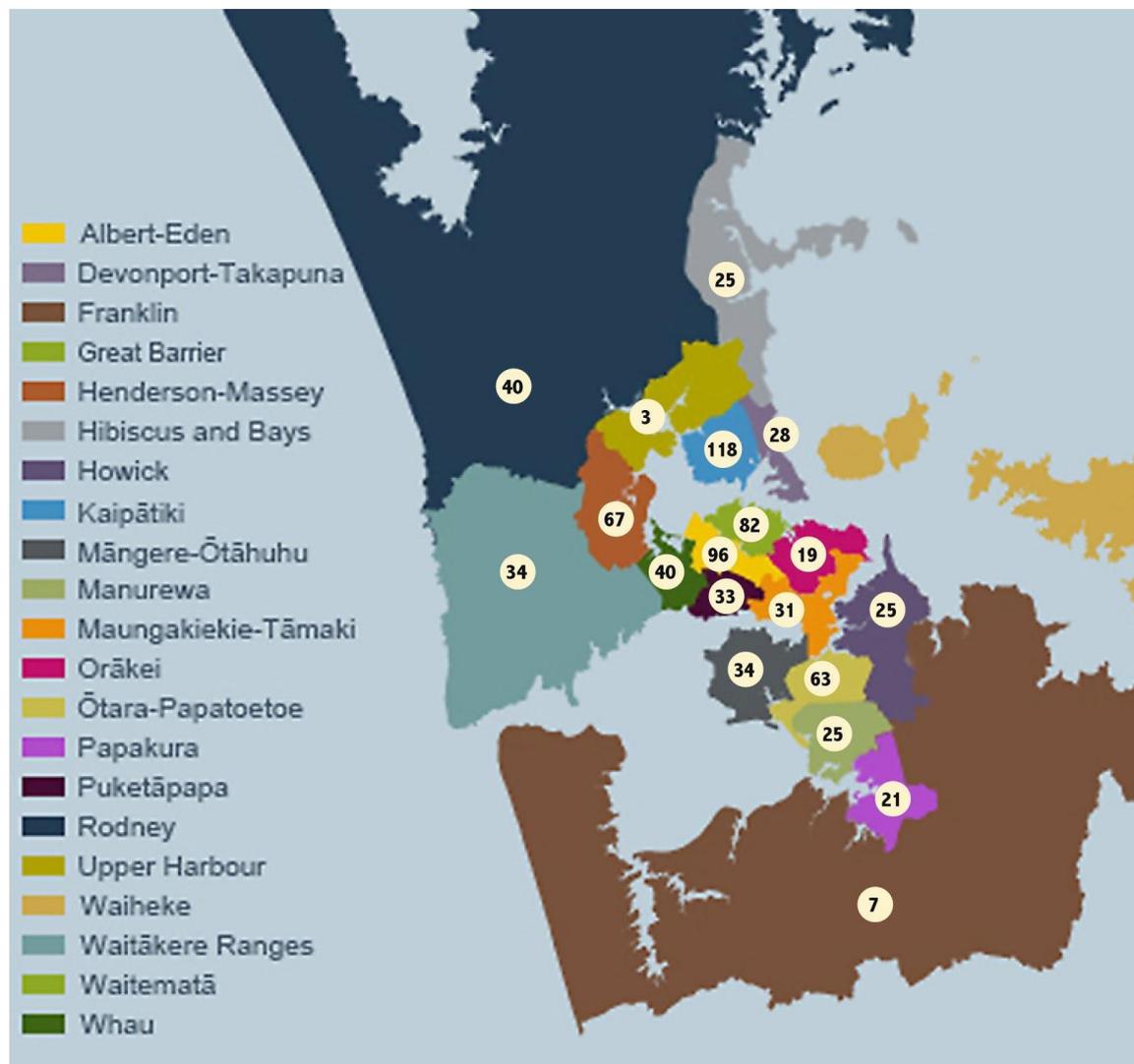
Ethnicity	2013/14 applicants	Percent of applications	Percent of Auckland population
Asian/Indian/Sri Lankan	347	43%	22%
NZ/NZ European	239	30%	48%
Pacific Isles	69	9%	10%
Europe/UK	57	7%	
Maori	37	5%	4%
Other	18	2%	
South African	17	2%	
South American	6	1%	
North American	5	1%	
African	3	0%	
Australian	3	0%	
Middle Eastern	2	0%	
	803		

Sources: Volunteering Auckland, Statistics New Zealand 2014

The population percentages represent those who identified as only one ethnicity on the census – there are numerous other categories including combinations of those ethnicities – however Volunteering Auckland applicants must identify as one of these or ‘other.’ As a result, the application percentages are likely to be higher because there are fewer categories. Still, the growth in youth applications to Volunteering Auckland is largely fuelled by the Asian demographic, making up 43 percent of all applicants despite representing less than a quarter of the population. This information could be of interest to Asian community groups and to nonprofits that operate in areas that have large Asian populations.

The highest concentration of youth applicants is in the central suburbs, Kaipatiki on the North Shore, and Otara-Papatoetoe in South Auckland. Voluntary organisations located in most places other than the Great Barrier, Upper Harbour and Franklin boards are likely to find youth volunteers who are within a reasonable commute (Figure 2).

Figure 2: Number of 15- to 19-year-olds registering with Volunteering Auckland in each of Auckland’s Boards to the year ending 30 June 2014.



Sources: Auckland City Council, Volunteering Auckland

Organisations’ limitations

Of the nine organisations interviewed, seven would not consider taking youth volunteers (Appendix 1). Refugees As Survivors (RAS) and Red Cross Refugee and Migrant Services both listed their clients’ traumatic backgrounds as a reason for only engaging volunteers over the age of 18. RAS also reported that immigration requirements restricted who they could engage as volunteers. In addition, incorporated nonprofits can be sued, so they must take reasonable means to ensure the safety of both those receiving and providing assistance (Keeping it Legal 2005).

Those who work with minors or families with children have a similar rationale for their age limits. Island Child, Brothers in Arms, and Thrive Teen Parent Support all have a lower age limit of 18

due to the young age of their clients. Big Buddy also seeks long-term commitments, which is one reason they have a higher age limit of 21 (Appendix 1).

Tough Love reported 18+ as their age requirement due to their desire for long-term commitments, however they see potential for placing younger volunteers in social media roles. Similarly, Thrive Teen Parent Support will not place teen volunteers in roles with their teen clients, but noted that they could in the future have youth assist in their Koha room (Appendix 1). The responses from each of these organisations suggest that many organisations may not have seriously considered placing youth volunteers, but with a creative suggestion or two it could be a viable option.

Pakuranga Howick Budgeting Services does not accept volunteers under the age of 18 because they require extensive training to work with clients. They did not suggest any alternate roles that volunteers could fill.

Wilson Home Trust takes volunteers from the age of 13, and welcomes them for peer friendships. The charity works with children who have disabilities, but despite the vulnerable nature of their clients it sees young volunteers as an asset. It reported art projects as a good way to involve them (Appendix 1).

Habitat for Humanity is an organisation that could restrict youth volunteering due to the dangerous nature of construction sites. However it has developed partnerships with trade schools and high schools, offering hands-on experience for students who need it. They also offer youth opportunities to do office work, babysitting and help in the op shop. For one-off projects, students have also painted murals, helped with community events, and even created a radio advertisement (Appendix 3).

Opportunities for volunteers

Projects available through partner organisations generally fall into one of the following categories:

- Direct service (assisting clients)
- Indirect service (helping in op shops, raising funds etc.)
- Internal administration (office-based work)
- External administration (creating posters, theatrical displays etc.)

(Lewton and Nievar 2012, pp. 695)

Many organisations partnering with Volunteering Auckland have a lower age limit because of direct service demands. However all have administration needs and either have or could create indirect service projects. Of course they would still have the challenge of training and oversight, challenges that Volunteering Auckland is equipped to address through its workshops and

training. The question would then be not if organisations could place youth volunteers, but how to best go about it.

Projects that are well-suited to under-18s include:

- Animal shelters
- Arts and performances
- Athletic events
- Community/one-off events
- Construction/practical work
- Cooking
- Environment clean-up or beautification
- Fundraising and charity drives
- Office work
- Media and marketing
- Sports clubs/coaching
- Tutoring and mentoring
- Working with wildlife
- Working with the elderly
- Youth-led initiatives

(Lewton and Nievar 2012, p. 703; Family Friendly Volunteering 2008; Adair p. 20; vInspired 2014; Allen and Harrison 1983, p. 5)

Not all youth volunteering must take place within the structure of a voluntary organisation, much less one registered with Volunteering Auckland. Given the benefits of involvement in one's community and the transportation limitations students have, opportunities that are geographically close will be the most successful. Even in areas where Volunteering Auckland has no matches for volunteers, youth will find that public institutions like hospitals, schools and leisure centres, and public amenities, like parks and beaches, could benefit from their time and initiative. Similarly, local sports clubs may not be individually registered with Volunteering Auckland but are likely to have open doors for youth interested in volunteering. The UK's Russell Commission recommended all of those venues as ones that are both good matches for youth volunteers and ones with 'tangible community benefit' (Russell Commission p. 17).

In some of these community settings, youth find no governing body to direct their efforts. However there are examples of youth-led initiatives, where they have driven each phase from the idea to the recruitment and implementation. In the UK, 2005's Russell Commission report led to the founding of vInspired. It is an organisation with a purpose and strategy similar to Volunteering Auckland's, but with an exclusive focus on youth. It has channelled more than 1.25 million youth into voluntary outlets since 2006, and not all have been through established nonprofits. Team V campaigns provide a platform for youth to come up with their own

community projects, recruit local volunteers and implement them – generally as one-off activities, but some have the potential to snowball.

vInspired provides the hub and coaching, much like Volunteering Auckland does for registered organisations. In its Impact Report for the year to March 2014, it gathered information from ‘Transforming un-loved spaces’ projects. It reported:

- 381 volunteers recruited by youth leaders
- 57 parks, community centres and gardens renovated
- 629 community members involved
- 69 organisations committed to maintaining the spaces

The hands-on work included collecting toys for a church crèche, cleaning a canal path, removing litter, sharing plants with neighbours, beautifying spaces and gardens, and painting (vInspired 2014b).

Youth-led projects may themselves tie into established programmes, as evidenced by the number of organisations that came on board to continue looking after the public spaces. Their organic, one-off nature suits young volunteers, and it also allows them to use their own initiative, taking ownership and learning as they go.

International examples of youth-led initiatives:

Indigenous Communities Education & Awareness Foundation (ICEA) in Western Australia is a youth-led organisation. A high school student set it up in 2007 to ‘promote reconciliation, unity and mutual respect for all Australians by creating experiences, relationships and understanding between young Aboriginal and Torres Strait Islanders and non-Indigenous Australians’ (Adair p. 10).

Youth PATH (Poverty Alleviation through Heritage Tourism) operates in St Lucia. It involves more than 150 youth and student organisations in providing training and business development skills for young people, especially the unemployed and recent grads. They receive ICT training, training in business development and in running cultural and natural heritage sites. Then they receive the opportunity to start up small businesses operating and maintaining heritage tourism sites (Adair p. 13).

Every three years, Pacific Youth & Sport Conference (Oceania Football Confederation, www.oceaniafootball.com) gather 1000 16- to 25-year-olds to talk about health, education and social issues. Young people are encouraged to develop their ideas, own projects, and present these to their Minister for Youth and Sport. They work with the ministers to implement, monitor and evaluate these projects within their communities.

Africa Youth Trust (www.africayouthtrust.org) is a youth-led approach to development, promoting democratic dialogue and ensuring young people are engaged in national and regional affairs (Adair p. 16).

Mayibuye in South Africa (mayibuyesouthafrica.org) ‘is a youth-led organisation that’s using dance, performing arts and life skills workshops to build a generation of young people who are equipped to lead their community and act as positive role models’ (Adair p. 18).

A success story: Elizabeth Knox Home

Amongst Volunteering Auckland's members, Elizabeth Knox Home and Hospital in Auckland stands out as an effective manager of youth volunteers. It has recruited and placed dozens of high school students over the past year and a half. A key reason it has been able to recruit and retain a volunteer team is that it employs a dedicated volunteer coordinator. Before Knox created the role in May 2013, most of its volunteers were retirees. Within 6 months the coordinator, Kristen O'Reilly, had recruited 50 high school students, making up a quarter of their volunteer pool. However, her role is much more about training and retention than recruitment. In a Volunteering Auckland interview, she said, 'A lot of the youth need a lot of direction and support. And there are lots of questions that come up during the week and they need to be able to know who to go to with those questions' (Appendices 2, 4).

The coordinator enacts the rest home's philosophy of care, which includes the presence of 'children, animals and plants' and seeks to create 'an environment where unpredictable and unexpected things take place (antidote to boredom)' (Appendix 2). Youth volunteers fit in well in this model; their energy and spontaneity, combined with their ability to provide companionship and meet practical needs, bring something unique to the role.

Volunteers must be at least 13 year old. The home recruits from local schools, church and community groups, universities, and via Volunteering Auckland. Commitments are intentionally flexible, with both short-term support roles and long-term companionship roles available (Appendix 2). The coordinator understands that few youth will commit long-term, and has adjusted its programme to recognise this reality. Kristen told Volunteering Auckland, 'We try not to focus too much on turnover as a negative thing because it actually helps us to retain our volunteers' (Appendix 4).

The coordinator starts with a 15-minute interview with each applicant to gauge skills and interest, then runs group orientation. Youth begin with task-oriented jobs such as serving drinks, caring for animals, and admin jobs. Staff make an effort to present these roles as professional ones, not simply checking off chores. After volunteers have had a chance to get comfortable around the residents, they transition into companion roles, befriending and helping residents. Staff have found that the younger students are more comfortable doing task-based jobs, but generally gain confidence as companions by the age of 16 or 17 (Appendix 4).

Workshops run by the coordinator also prepare volunteers to interact with residents, coaching them in listening and communicating well, respecting cultural differences, and identifying challenges they might face. Follow-up worksheets help them get the most out of the experience and ensure they are well equipped to contribute to home life.

The communications worksheets ask volunteers to reflect on the following topics:

1. Write about a recent highlight of your work as a volunteer. Write about who you worked with, what you did together and how it was rewarding.
2. What have you learnt from this workshop and how will you put this into practice when volunteering or in other parts of your life? What skills (listening/speaking/reading/writing)? How will you apply this? Be specific!
3. Do you have any questions for Knox staff about volunteering or about the communications workshops?

(Elizabeth Knox Home 2014a)

The answers counter many of the stereotypes of teenagers. Students find satisfaction from engaging with the elderly, commenting successes in striking up conversations, playing games together or gratitude received for assistance. Some felt privileged when residents shared personal stories with them, and one even looked forward to future conversations with a resident who shared her taste in jazz and rock music. ‘My friends have a completely different taste in music, so it was good to find someone who shared the same taste as me,’ Kartika wrote (Elizabeth Knox Home 2014b).

Despite a lack of work experience, students may bring valuable skills with them. ‘Some of the residents are Chinese,’ student Terry Lin wrote on a volunteer feedback form. ‘They talked to me in Mandarin and I explained the meaning to Victoria in English. The “language exchange” is really good!’ And even teenagers’ less-valued skills can be an asset in some situations; in engaging with elderly residents, Sophie Lim wrote ‘I learnt that maybe my over-talking can be useful for once!’ (Elizabeth Knox Home 2014c).

The responses also show appreciation for the time volunteer manager Kristen O’Reilly spends training them, praising both the content and the presentation (Elizabeth Knox Home 2014b). By helping youth volunteers with aspects that might be challenging right from the start and welcoming feedback and suggestions, Knox increases their odds of success and leaves an open door for youth to seek help when they encounter difficulties. With that support in place, the home’s staff also trusts students enough to leave them with residents suffering from physical infirmities and dementia.

Knox’s success shows that vulnerable clients may not preclude the use of youth volunteers. In fact, Knox has trained and retained some stellar examples of young volunteers, developing a volunteer base with a potential for growth both amongst present peer circles and over time, as some volunteers get hooked.

Two cases in point are Katie Beyer and Lucy Bean, who began volunteering their first year of high school in 2013. A year and a half later, they still work at the rest home. On 9 October 2014, at the Volunteering Auckland launch of a “Diversity in Volunteering” expo to celebrate their organisation’s partners, the 14-year-olds gave a speech.

‘We keep going back every week because the atmosphere is relaxed and friendly,’ Katie said. ‘Volunteering doesn’t feel like a job and there is no pressure to do something you don’t feel comfortable doing – setting up the tables for dinner or watering the plants is always appreciated if conversations with strangers isn’t your thing. ... It is wonderful to visit Knox each week and realise that over the past 18 months, the huge influx of volunteers has brought many residents who may have been shy, or lonely, or forgetting things because there was nothing to bother remembering, out of their shells. Some of them are dancing at the annual resident and volunteers’ ball.’

‘The most rewarding thing that has happened in 18 months of coming to Knox almost every week, was when a woman we spend almost all of our time with, who we have to re-introduce ourselves to each time, remembered us,’ Lucy said. ‘Not our names, but the fact that the three of us had been coming to see her every week, talking or just sitting quietly in her room for hours - and occasionally going for a walk up the road to get a choccie ice cream.’

‘Age gaps aren’t a big issue often, in fact it is amazing to hear what many of these people have achieved in their lifetimes. ... You even see current Epsom girls like us chatting about how school has changed with EGGS old girls.’

Katie concluded by saying that they volunteer ‘because a little of our time means a lot to others.’ (Beyer and Bean 2014)

Recommendations

Volunteering Auckland is well placed to increase youth participation in volunteering. It has a network built up over a couple of decades, comprehensive institutional knowledge, and already advises hundreds of organisations on volunteer management and engagement.

The UK’s Russell Commission report, which led to the successful vInspired initiative, recommended setting up an implementation body that is similar to what Volunteering Auckland had already been doing for years – raising awareness, improving quality and usefulness of volunteering experiences, building volunteering capacity, providing a point of contact, maintaining a database of opportunities, working with local volunteering bodies to deliver opportunities, advice and guidance for practitioners, and providing a feedback mechanism.

Volunteering Auckland could focus these efforts more intentionally on its youth demographic, and conduct ongoing research into trends of youth participation and the community benefits of youth action and engagement (Russell 2005, pp. 9-11).

Resource existing Volunteering Auckland initiatives

Even before the steep rise in youth applicants, Volunteering Auckland was considering ways to better integrate youth into its partners' programmes. In 2004, it proposed two methods to accomplish this.

The first is a youth ambassadors programme. It would involve selecting ambassadors between the ages of 16 and 18 from local schools and community organisations. Those youth would come together once a month to work on community projects at different organisations. They would then offer feedback on their volunteering experience to the organisations, and take ideas for further community involvement back to their peer groups (Volunteering Auckland 2004a).

The second, dubbed "Flying Teams," proposes creating trios of young volunteers who would audit and then advise organisations on their volunteer systems from a youth perspective. Volunteering Auckland would train the youth so they would be aware of youth participation matters and know how to approach board members with their observations. Those could include policy suggestions, matters of recruitment and retention, procedures, explicit or implicit prejudices, and plans for practical action (Volunteering Auckland 2004b).

Volunteering Auckland could not secure funding to trial these plans, so nothing has eventuated. There is still potential to develop these plans further and, with sufficient resourcing, to implement them. Potential partners include local boards; Volunteering Auckland has identified the Albert/Eden Youth Board, which recently earmarked \$5000 to further youth volunteering.

Get the word out

Volunteering Auckland regularly communicates with registered organisations through its newsletters. As part of its resourcing role, it can publicise the number of young volunteers looking for roles and highlight the opportunities best suited to youth. A targeted campaign could also include case studies (such as the programme at Knox Home) that may inspire replication and break down negative stereotypes of youth. Volunteering Auckland could mobilise its own youth volunteer base, commissioning media students to produce short videos that tell these stories and provide helpful pointers.

Volunteering Auckland also offers workshops to upskill its members. As part of this campaign, it could provide pointers on training and retaining youth volunteers. This could be the most direct means of sharing successful models, breaking down stereotypes by sharing the stories of motivated youth, and finding creative ways for under-resourced organisations to commit to investing in volunteers.

The static information on Volunteering Auckland's website could be updated to include successful youth projects, videos promoting those programmes, and stories of youth volunteers. A stronger social media presence – perhaps managed by youth volunteers – could also reinforce this

message.

Proactively advise member organisations

Volunteering Auckland would like to employ someone in a membership services role, but that is dependent on funding. Among other things, that person would be able to find out what each organisation's lower age limit was and why, and provide information about the potential for youth to fill both current roles and ones that had previously not been considered. This would be particularly useful at the induction stage with each new organisation, getting youth volunteers on the agenda from the start.

Along with publicising the potential for youth to benefit organisations, Volunteering Auckland could offer a framework that minimises concerns around youth capabilities. The framework will vary according to the context, but the following may be helpful for those who are willing to develop their capacity for youth volunteers:

- Clearly communicate the process for becoming a volunteer from the start, including the type and timing of initiation
- Offer adequate training, so youth are prepared for each new role and gain confidence despite being challenged
- Create clearly defined roles, and give them titles
- Involve youth in defining their jobs whenever possible, incorporating their own interests
- Provide clear objectives and a personal appraisal system
- Consider how buddy systems and team setups might provide support
- Provide a staff member or trained volunteer who is easily accessible to answer questions as they arise and provide coaching
- Provide a means of feedback from youth, and task a staff member with considering and implementing improvements to the volunteer programme
- Capitalise on opportunities around school holidays and short assignments

(Appendix 4; Russell Commission p. 20; Allen and Harrison 1983, pp. 4, 6, 11, 20)

Measure success

The ongoing feedback that Knox House collects is also important for gauging the long-term effectiveness of its efforts. Volunteering Auckland should encourage registered organisations to collect specific and regular feedback from both young volunteers and any clients they deal with. In areas that have outcomes that can be measured, such as fundraising or community projects, the Russell Commission recommends tracking impact through longitudinal studies, recording the impact on the community and identifying cost-effectiveness measures (Russell Commission p.

20).

Opportunities for further research

Learning from youth

Interviews with students may shed light on the reasons for the boom in youth applicants for volunteer roles. School curricula, extracurricular activities such as Duke of Edinburgh, and other educational and social contexts may be fuelling the interest.

Feedback that organisations such as Knox receive would also be useful for Volunteering Auckland as it seeks to educate others further down the learning curve. When someone takes on the VA member services role, they could encourage organisations to solicit feedback and share it with those who plan the training seminars.

Learning from Volunteering Auckland's members

Volunteering Auckland could further refine the way it meets the needs of registered organisations by asking member organisations the following questions – both for gathering information to fine tune its training and support, and to prompt innovation within those organisations.

For those that do not use any volunteers younger than 18 or 20:

1. Do you ever have one-off projects (fundraisers, community events, working bees etc.) that do not involve interaction with vulnerable clients?
2. Do you have administration, IT or social media roles in your organisation that a regular volunteer who is under 18 may be able to take on?
3. What specific reservations about underage volunteers are behind your policy? (For instance legal liability, lack of work/life experience, higher training/supervision needs, lack of regular time commitment, etc.)
4. Is there any potential to buddy up younger volunteers with established ones?
5. What practical type of support or training might make you consider volunteers who are 18 or younger?

For those that already use volunteers younger than 18:

1. What roles in your organisation do youth volunteers excel at?
2. What strategies do you use to overcome challenges youth volunteers present? (For instance lack of work/life experience, higher training/supervision needs, lack of regular time commitment, etc.)

3. How do youth volunteers benefit your organisation?

4. How could Volunteering Auckland help you overcome the challenges and accentuate the benefits of using youth volunteers? (For instance, are you interested in training for supervisors, learning about other organisations' systems, etc.)

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Appendices

Appendix 1: Volunteering Auckland feedback from selected organisations

Agencies	Youth Availability	Description
Refugees As Survivors (RAS)	No, 18+	As RAS works with refugees, migrants and asylum seekers who have come to New Zealand generally from countries affected by war, they do not employ volunteers under the age of 18 years. The clients may have come from traumatic backgrounds and there are specific programmes in place to help this which do not require the assistance of volunteers, especially volunteers of such a young age. There are also immigration requirements for working with the clients and on the facilities so volunteers must be over the age of 18 years.
Red Cross Refugee and Migrant	No, 18+	Red Cross Refugee Services work with migrant and refugee families. Volunteers buddy up with a family in teams of up to six and offer support to a migrant or refugee family. The volunteers are required to be 18 years preferably older to work with the families. The clients may have come from traumatic backgrounds and the support they need could be demanding. Volunteers need to be over 18 years to take on this responsibility and to connect with adults in the family.
Tough Love	No, 18+	Tough Love works with parents and their children. They do not seek volunteers through Volunteering Auckland for the programme. There could be room for volunteers in the social media field, however for commitment's sake the volunteers would preferably be over 18 years.
Island Child	No, 18+	Island Child works with homeless families. Due to the sensitive nature of the work, volunteers need to be over the age of 18 years.
Wilson Home Trust	Yes - 13+	Wilson Home Trust have children from the local schools such as Takapuna Grammar come in to volunteer with the youth in social settings to offer peer friendship. They also have utilised young community youth in art projects throughout their premises. Although they have not had any youth volunteers referred to them through Volunteering Auckland, they do welcome youth into their trust.
Brothers in Arms	No, 18+	Brothers in Arms Volunteers are mentoring youth therefore need to be above the age of 18 years to take on the responsibility and commitment.
Big Buddy	No, 21+	Big Buddy Volunteers are 21 years and older as they are working with young fatherless boys and need their volunteers to be responsible and mature enough to take on the sometimes challenging role. Big Buddy volunteers also need to be committed to the role for extended amounts of time.
Pakuranga Howick Budgeting Services	No, 20+	Pakuranga Howick Budgeting Services offer budgeting advice to the community. To become a volunteer budgeter there is extensive training to undergo which can at times be difficult. Pakuranga Howick Budgeting Services would be interested in having volunteers from 20 years onwards.

Thrive Teen Parent Support	Currently no but potential for youth volunteers	Thrive Teen Parenting at this stage doesn't take volunteers younger than the age of 18 years. This is due to the nature of their work and the clients are teenagers. Volunteers younger than the age of 18 years could conflict with the ages of clients. However, they are looking into having volunteers to assist in their Koha room which has potential to have volunteers under the age of 18 years working there.
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Appendix 2: Strategies around youth involvement in volunteering at Knox (Elizabeth Knox House and Hospital)

2014

Recruitment Strategies and Procedure

Kristen O'Reilly, Volunteer Coordinator, first established the programme through a number of recruitment strategies. As the Eden Alternative principles state, we need to have the community involved in life at Elizabeth Knox Home and Hospital (Knox Home) and daily life must include plants, animals and children. Therefore with the expansion of the volunteer programme, a significant emphasis was put on seeking youth volunteers. A number of relationships in the local community, revolved around youth, were established:

- Gateway programmes with Epsom Girls Grammar and Mt. Roskill Grammar school, where students come 1x a week (9am – 3pm) over the course of 10 weeks, a few times throughout the year
- Kristen, the VC, put an advertisement in local school newsletters, the local library and went to St. Cuthbert's Girls school to give a speech to interested volunteers (100+ in attendance)
- St. Cuthbert's teacher Ms. Wong set up a programme with Kristen to provide opportunity for college students to volunteer with the physio team's daily exercise circuit (1:00pm – 1:45pm) during their lunch breaks. The programme set up is that Ms. Wong does the initial orientation/health and safety and registration form sign up and then brings the students over on their first day. The students then come 4x (once a week for a month) and then the students switch. Many of them will then contact Kristen if they're interested for long term volunteering.
- St. Cuthbert's teacher Ms. Yardena and Kristen set up a programme with a year 9 English class, who wrote poems introducing themselves "Where I'm from" along with videos which they shared as a presentation to Knox residents. A visitation programme was set up from the relationships established, where students interviewed elders for their class projects - an opportunity for residents to give care as well as receive it.

Interview and Orientation process

- Step 1: All interested volunteers contact Kristen for an interview, which lasts 15-30 minutes.
- Step 2: After the interview and "role placement" (see roles below) all volunteers attend a weekly Volunteer Orientation which lasts 1.5- 2 hours before they begin their volunteer role.
- Step 3: On the first shift, all volunteers are buddied up with another volunteer, until they feel comfortable to volunteer independently (if their role requires that.)
- Step 4: To attend additional (monthly) training opportunities if desired.
- Step 5: To switch to a different volunteer role after a few weeks (if desired) i.e switch from staff support to companionship (see below.)

Training Programmes

- Mandatory – Orientation
- Optional – Eden Sessions, communication workshops and open communication sessions
- Orientation: The original orientation will cover:
 - Knox Home – Who are we? Who are our volunteers?
 - The Eden Alternative – the caring philosophy of the home
 - Code of Conduct for Volunteers
 - Health and Safety
 - Confidentiality
 - Registration process

Weekly or Monthly Eden Sessions:

Knox residents and staff hold weekly Eden Sessions (discussing the 10 Eden Principles) every Monday afternoon.

The VC holds a monthly session optional for volunteers who wish to learn and understand more about the Eden Alternative Ten Principles

Communication Workshops:

This is a 7 part series which focuses on communication with residents, developing personal confidence and social integration of volunteers. The first four workshops (each 2 hours long) talk about cultural differences in communication, introducing ourselves, sharing anecdotes, communicating with people of a variety of ages and medical conditions, and more. The last three workshops revolve around public speaking, interview skills and vocabulary – as a way for us to “give back to volunteers” we’d like to support them in their communication outside of Knox too.

We noticed immediately the benefit that these workshops have on youth volunteers as many of them haven’t volunteered in this environment before, may not have relationships with many elders and/or are less confident in developing new relationships with others. Since some volunteers cannot commit to coming fortnightly over as few months, we’ve created “open communication sessions” where we condense a few of the workshops into two hour sessions. (see below).

Open Communication Training:

Volunteers can sign up for a monthly open communication training (2 hours) to support volunteers in establishing relationships with residents.

The Key to training and retaining youth is that they feel supported and ready for their role. Having a Volunteer Coordinator on site, or someone responsible for supervising them, guiding them and supporting them is critical. Giving clear instructions and starting off with specific tasks so that they are clear on their understanding of their roles is also very important. As we initially developed a very flexible programme, we realized that we needed further role development for younger volunteers – so that they feel they have a place amongst volunteers that is valuable, clear and supported.

Roles for youth at Knox

Many younger volunteers want clear directions and task-oriented roles, at least to start off with. It’s our procedure to start off most volunteers in a “staff support” role, i.e. serving morning tea, helping in physio or helping over dinner hour to set up and assist residents with their meals. As they get to know residents, they may want to move on to a companionship role, where they simply sign in and visit residents that they know. Staff support → Companionship

If volunteers are particularly outgoing, have experience communicating with residents or feel very comfortable doing so, they are allowed to sign up for Companionship right away. We don’t want volunteers to feel “restricted” to tasks, but they also must feel supported. Therefore it’s encouraged that all companion volunteers attend Eden Sessions and/or Communication Training so that they have the best possible understanding of what it means to join the rhythm of the day of elders.

Which roles should we create for youth volunteers?

Staff support: Serving morning tea, helping out in physiotherapy activities, supporting the Activities team with games, serving dinner to residents, helping out with weekend brunch, assisting the laundry staff with labeling clothes and organizing the residents unlabeled clothing rack, running and operating the residents café and residents store (on-site) and helping to feed the pets.

Companionship role: we can ‘structure’ companionship by assisting in the set-up of games for residents and volunteers, encouraging volunteers to bake in groups, play musical instruments and also support the companionship role by making helpful resources, like a photo album with all residents’ photos and hobbies/facts about them!

How do we support youth volunteers?

- Multiple training opportunities (as above)
- Continuous opportunities for feedback: feedback forms, surveys, journal writing after communication workshops
- Learning Circles – a chance to get together to discuss how things are going, any challenges, etc.

One of the big shared experiences from Knox volunteers is that you want to support youth in their roles, and give them opportunity to grow and care, however we should limit the amount of restrictions we give them. We can't make it too hard to sign up or get started or else we won't retain them. We must be flexible about the amount of the we require from them (I.e. to be more flexible around exam time, etc.)

The benefit of youth – feedback from residents and staff

Staff and residents have fed back in multiple ways how beneficial it is having the younger generation involved. Residents feel that the youth energize them, share stories and relate to them as their own grandchildren would or do. Many residents don't have grandchildren or children nearby, or perhaps they have grown up and residents enjoy having children in their lives. It's a chance to be re-anchored in the community, the opportunity to meet new people, to share experiences and skills. Having younger volunteers here really gives residents the opportunity to give care to that generation and that is one way that we will continue to grow, if we have the opportunity to continue to care for others.

One of the most beautiful things about youth volunteers that we notice at Knox is that younger people often don't see the disability in someone – they see what is still there, what is still possible and what a person is capable of doing. Simply by seeing that possibility, we open up the companionship to a world of opportunities – to allow a resident and volunteer to spend time in a way that is meaningful to them both.
(Kristen O'Reilly, VC)

Appendix 3: Volunteering Auckland interview with Katherine Granich, Habitat for Humanity Tuesday 5th November, 2013

1. Where do you see your organisation in relation to successfully engaging young people as volunteers?

Presently, Habitat Auckland is not very successful at engaging young people as volunteers. On a scale of 1 to 10, with 1 being "not at all successful" and 10 being "very successful", I would put us at about a 3-4. This is partly a self-limiting situation for reasons explained below.

2. If I was to ask you to think about the current volunteers you have in your organization, (a) What percentage are aged 14-18 years?

Perhaps 5-10%.

(b) What would you suggest has helped them most in engaging with your organization?

Our staff and other volunteers are extremely encouraging and supportive of volunteers. I think this supportive, welcoming, encouraging, accepting environment that we are fostering for our volunteers promotes positive engagement with our organisation. The nature of the work as well, which is challenging but rewarding, also fosters positive engagement.

3. What (if any), is your organisation's current recruitment process in regards to youth volunteers?

We do not have a specific recruitment policy or procedure in place for youth volunteers, for several reasons which I will explain in following questions. Our youth volunteers generally come to us from these different "streams":

- a) Often, youth volunteers come to us because they either have community service to fulfill as part of their schooling (higher-decile high schools in the area often encourage or require community service of some kind as a curriculum requirement for senior students). In these cases, supervising teachers or school staff contacts us to arrange volunteer days. We have ongoing relationships with a few local schools which have developed from this.
- b) We have had some students get in touch with us directly with the intention of setting up a volunteer programme for their school, but this is rare.
- c) We also have Gateway and other work experience coordinators contact us to arrange construction site work experience for students undertaking pre-trade qualifications or needing work experience prior to undertaking trade qualifications.
- d) We sometimes have church youth groups contact us wishing to volunteer.
- e) There are special volunteering experiences organised through schools, one of which is successfully running for the first time this year and will run again next year, and another of which is still in the negotiation process. This has come through relationships and partnerships between local trade schools/tech schools and high schools who wish to give their students an even more targeted and meaningful work

experience prior to graduation. One has successfully run at Onehunga High School, whereby the students in the construction school have built a Habitat home on their school grounds during the school year. The house will then be moved to its 'home site' upon completion. This came through relationships between the high school, Onehunga-One Tree Hill Rotary, Habitat, and a few other partner organisations.

f) We also have some youth volunteers through our Habitat partner families, who are family members of those who will be receiving a Habitat house. Habitat partner families have to do 500 hours of volunteering with us, which we call "sweat equity". Family members of the homeowner are able to do these hours as well, and often we have partner family youth in our ReStore working as volunteers to help complete the sweat equity requirement for their parents or other Habitat partner family relatives.

g) Sometimes volunteers wish to bring their children along to their own volunteering experience, and are permitted to do so if they meet the age requirement (which I will explain in following questions).

4. Within your organisation what tasks do young people typically undertake?

When we do have youth volunteers, they are generally on our house building site doing all manner of building tasks that are suited to their age and maturity level, as well as what is safe for them, and their experience if they are coming from a building or trade background or are going into trade. It is hard to list the tasks as they are so numerous and varied, but generally they relate to every stage of building a house excepting those which require professional certification such as electrical work or plumbing (although we do sometimes permit apprentice plumbers/electricians to work in direct supervision with qualified plumbers/electricians). We also sometimes have youth volunteers in our ReStore, which is our secondhand store, and their tasks may include serving customers, helping us to sort incoming donations, helping us to tidy the shop, and more. Additionally, some of our youth volunteers babysit for other younger family members during the time that their parents are completing 'sweat equity' volunteering hours, and those babysitting hours also count as 'sweat equity' and toward our volunteer hours. We also have had youth volunteers in our office doing administrative tasks like filing, answering the phones, and collating paperwork. Additionally, we have in the past had youth volunteers doing special projects, such as designing and painting a mural at our office, helping us to host a special community event, and even creating a radio commercial for us in one of their school classes. We are very open to the different creative ways in which we can work with youth.

5. What strengths do you see within your organisations that are enabling successful long term engagement with youth volunteers, if any? (Looking at both within your organisation and in general.)

I think the nature of our work (building houses) is quite exciting and interesting to youth volunteers, many of whom relish the opportunity to use power tools and do something hands-on. I also think our staff, particularly those who interact regularly with volunteers, are also a compelling reason our youth volunteers like coming along – they do make things fun and are great with volunteers of all ages. I also think that the fact our build site requires no prior experience or skills is very encouraging to all volunteers, particularly youth. We challenge our volunteers but not in a negative way; more in a 'give it a go and you might surprise yourself' kind of way. The fact we also offer work experience for volunteers who are seeking trade qualifications is a bonus, as we want to make it easier for these students to enter the workforce with support and encouragement as well as appropriate instruction.

6. What obstacles do you see within your organization that may be effecting successful long term engagement with youth volunteers, if any? (Looking at both within your organisation and in general.)

a) The first obstacle is age. Legally we are not permitted to have any volunteers under the age of 15 on our build site, as it is considered a working construction site. Our organisation's policy, which has evolved from this, is that we don't permit youth under the age of 16 on our construction site.

b) The second obstacle is the need for adequate supervision on our build site for health and safety reasons. Generally, we prefer to have one supervisor to every five volunteers. We have one supervisor onsite all the time, and another on call but who we do not always have access to, so we do need to limit the number of volunteers we have onsite because of this. To help ensure adequate supervision, we require any 16- and 17-year-olds (and some 18-year-olds who are still in school) to bring supervising adults with them. The ratio of youth volunteers to adult supervisors is varied. For some youth we permit one supervisor to five youth; for others we require a ratio of one supervisor to two youth. It depends on many factors, and we generally use our previous experience to determine the level of supervision we will require them to bring along with them. New groups of youth volunteers or volunteers require more supervisors; more regular groups of youth

volunteers we might relax the supervision rule somewhat. Groups with whom we have had difficulties in the past may require more supervisors because we know that they have a tendency to misbehave or not listen to us. (However, we have one group of 16-18-year-olds from one particular high school who have proven themselves over many volunteering occasions to be very trustworthy, reliable, and mature, and we permit them to come in groups of up to 5-6 students without bringing an adult supervisor with them, but they are the one exception with regards to school groups. The other exception is our work experience students, who we permit to come onsite one or two at a time on a regular basis. Because they are there to learn skills over time and are working closely with our supervising builder, there is a level of expectation on both sides as to their maturity and capability, and they are allowed to come without supervision so long as they fulfill our and their programme's expectations.) To sum up, the supervision factor is tricky on both sides. It's tricky on our side because we don't have enough of our own people to ensure the supervision ratios are adhered to, and often when groups of youth volunteers or even individual youth volunteers find out they need to bring supervision along, they balk and sometimes become annoyed, and may not come because they can't/won't find enough supervising adults.

c) Related to the second obstacle is that we have noticed a tendency for schools/parents to treat our volunteering options as a 'school holiday programme,' and wish to drop off their youth with us for the day to be kept busy, but they are not serious about wanting to volunteer with us. We are trying to work out a way to deter these occurrences, and the supervision ratios we have introduced are helping to keep this from happening, but it still happens.

d) Another obstacle is what I call the horsing around factor. Youthful exuberance is wonderful, but can be very dangerous on a building site. Groups of students who are not closely supervised can create or get into dangerous situations on our build site, where there are many potentially dangerous tools, materials, and situations for those who are not vigilant and serious. We like to have fun on our site, but we need to always think of safety first, and youth are generally not of this mindset.

e) A further obstacle is maturity. While there are many mature and exceptional youth volunteers, many of whom we have had the pleasure of working with, there are an equal number of youth volunteers who simply are not mature enough to work on a construction site. This is an awkward situation for us, as we find it difficult to explain to their supervisors or cooperating teachers that of a group of 10 regular volunteer students, five are fine, but the other five really can't come along as they are too distracted/on their mobiles/not interested/unreliable/etc.

f) Another obstacle is work ethic. Our outcome is finite – we need to build a house. We have a time frame to do it in, and we need to get it done within that time frame because we want to house a needy family and then build another house. We also have requirements set by our funders and our Board which we have to fulfill, in order to be sustainable. We find it difficult to host youth volunteers because, frankly, they take twice as long to get the work done. It's not a matter of inability or lack of capability, because our volunteering work is set up to be suitable for anyone of any skill level. It is more that youth volunteers tend to not have the work ethic to get stuck in and get done what we need to get done in order to fulfill our build schedule. In order to stay productive and sustainable, our volunteering options tend to be geared toward adults.

g) Because we can only host up to 10 volunteers at a time on our build site, with the need for supervision numbers to be included in this limit, the number of youth volunteers who are able to come at any one time is also severely limited. This means that larger interested groups need to be split into smaller groups and come over several dates, which most youth groups are not keen to do for a number of reasons.

h) The last obstacle is the feeling of entitlement, which is perhaps not the correct word... This is hard for me to explain. There can be a feeling among volunteers that because they are volunteering their time, we as a charity should be grateful and accept anything and everything they are offering us.

7. What do you see as fundamental principles when engaging and/or recruiting youth volunteers?

I think the most important attribute is being able to relate well to youth and engage with them in a way that makes them feel respected and appreciated. I think openness, friendliness, and kindness are essential when engaging with all volunteers, particularly youth.

8. What key characteristics would the 'ideal volunteer' have, from the perspective of your organisation?

An ideal volunteer would believe in Habitat's mission, which is that everyone deserves to live in a simple, decent, healthy home, and that poverty housing needs to be eliminated in New Zealand and around the world. They would be enthusiastic and interested in our work. They would be punctual and reliable, and willing to get stuck in even to tasks that aren't terribly exciting. They would be friendly and personable and relate to our other volunteers well. They would be capable and perhaps have skills we could utilize that

would help us in our tasks, especially those where we have little support or limited skill. They would tell their friends about us and spread the word about what we do. Ultimately, they would feel that making a donation to support our work is a worthwhile thing to do.

9. How do you envision a youth-friendly organisation to function and what would it look like?

A youth-friendly organisation would have a dedicated youth liaison to work with youth volunteers and to actively identify and organise youth-friendly volunteering opportunities. [It] would have ample opportunities available for youth, to engage them in a friendly and encouraging manner, to help harness and channel their natural exuberance in a way that will be beneficial to both the organisation and the youth. A youth-friendly organisation would have good relationships with sources of youth volunteers, such as schools and churches, and would actively maintain these relationships through mutual communication and feedback.

10. How can Volunteering Auckland assist your organization to effectively engage with volunteers aged between 14 and 18?

It would help us if VA understood that our organisation's parameters around youth volunteers are somewhat strict for a number of reasons, and to communicate this upfront to potential youth volunteer groups so that their expectations are managed and any potential disappointment limited.

Appendix 4: Volunteering Auckland's interview with Kirsten O'Reilly, Elizabeth Knox House

Thursday 24th October, 2013 (abbreviated)

1. Where do you see your organisation in relation to successfully engaging young people as volunteers?

When I came into the role in May, the aim was the kind of revamp volunteering and our standard volunteer was someone who was retired who had the time because our shifts are during normal working hours Mon-Fri 10-3pm. So we basically went out and opened it to the whole community and said let's just see what shapes volunteering takes. I myself went out and specially recruited to the local high schools and community groups. But I tried to take a youth friendly approach. And so now we've got 200 volunteers, 14-18 we have 50, which is really good for us. And it's because there is really good support from the local community. We have schools, Epsom Girls and Dilworth Boys. A lot of the kids come in after school and they volunteer for a few hours each week. There's definitely a youthful vibe around here.

2. If I was to ask you to think about the current volunteers you have in your organization, what would you suggest has helped them most in engaging with your organisation?

I've established very good relationships with the schools, in whatever way was suitable for them. So each school is different. For example, with Epsom Girls we go through their Gateway Programme (work experience). So we get a lot of Gateway people who are interested in health care who want placement, but also we have hospitality roles. So we've had youth who want to be air hostesses so they come in here and serve the morning tea and coffee. ... We were in partnership with St Catherine's, particularly 3 staff members. One of them has incorporated working with the elderly into their school projects and so for us it's all about that continuous relationship. So not just having the school groups come in and sing to the elders, but actually sit with them one-on-one. One thing they did was that they all wrote poetry to the girls about where they were from and did presentations to the residents. Then they would each go around and engage with the residents and ask them questions about their stories. So that's one kind of recruitment process.

3. What (if any), is your organisation's current recruitment process in regards to youth volunteers?

The recruitment process was me putting it out there through blurbs and emails and face-to-face cold calling. I also go through the regular process like a 15 minute interview to find out their skills and then sign them up for group orientation. There's definitely a structure, which is just like any other volunteer centre. But I guess it's just that the initial recruitment is done through the teachers. But I also get youth from the community, for example. We drop our newsletters into local letterboxes and parents have looked at them and been in to sign their own children in.

4. Within your organisation, what tasks do young people typically undertake?

A lot of them for their first time are more task-based things, like feeding the animals or topping up the tea and coffee. And then it moves on to engaging the residents, so if they are feeding the cat a resident will come up and talk to them. There are a lot of hospitality roles, like passing out the fruit, tea and coffee and setting up the tables. We try to move away from a sense of doing chores, so we have trolleys and stands for food so that the youth feel professional. Ideally after a few weeks, the volunteers take to a few residents and that's when they move into companion visits. We also have a few admin roles, we have a couple girls that work our reception in the weekends and it also involves a bit of management, so getting the opportunity to upskill at the same time. Usually this age group come in from 3:30-5pm, so that involves mainly setting up for dinner and spending 30 minutes with residents (sometimes involves feeding residents). Youth are encouraged to talk to residents during dinner to create that family dinner atmosphere. Youth are encouraged to bring their homework in and sort help of the residents (been a few occasions). 13- to 15-year-olds mainly just want to do the task-based jobs; 16-18 are more likely to become companions. Everyone just fills in where they can.

5. What strengths do you see within your organisations that are enabling successful long term engagement with youth volunteers?

I think that one really great thing about this programme is that [Knox] decided to get a volunteer coordinator in. A lot of the youth need a lot of direction and support. And there are lots of questions that come up during the week and they need to be able to know who to go to with those questions. Another good strength is that we value the feedback of the volunteers because they have so many good ideas for what can make things easier and maybe the small things that can change. But if they have no one to report to, then those things get missed. We've had a lot of good feedback from the youth. For example, one feedback was that their names should be on their tags, not just 'volunteer,' which really made the volunteers feel valued, like a staff member. And also we are offering a lot of communication workshops, so we are trying to also be a training provider for our community so we also try to help our volunteers upskill and network. We also have a monthly meeting, just provide them food and the space to express themselves and have their input valued. So I think our main strength is the support we give to our volunteers, as well as recognition and up skilling them we are also really flexible in terms of commitment, so we try not to focus too much on turnover as a negative thing because it actually helps us to retain our volunteers.

6. What obstacles do you see within your organisation that may be effecting successful long term engagement with youth volunteers, if any?

With the youth in terms of obstacles, they do need more training. The volunteers like mums have a lot more experience caring for people. So it's kind of an obstacle if we have a whole influx of enquiries and the week after we don't have the time to do the training. So I'll just try and openly communicate with the people and let them know we won't have training for so and so weeks from now. I guess for some people if you don't answer their need quickly enough, in that time they could find another organization. But we would prefer to train a core group better than to just take on too many people and not give them the support that they need. So I'm making my best effort to make orientation frequently enough but it is hard, time is an obstacle. So I think that having the time for the proper orientation is important for that age group. I think the interest is there, I don't see any obstacles with recruitment. It's just the training and retaining them. And the other thing is that youth don't necessarily have the 'control' over their lives. So like they can't drive themselves to and from volunteering and they have school & exams. So there's just busy and during those two exams weeks when they aren't here we notice a real difference in the home here. Luckily we've got enough daytime volunteers and night of different ages to fill in but I sort of see that as an obstacle. The structure of the youth and how they all get busy at the same time, so making your timetable around those times, or miss a whole lot of people. Recruiting early enough in the semester for youth to not get stressed. Lots of youth volunteer in groups through their school programs so that is a bit of a barrier.

7. What do you see as fundamental principles when engaging and/or recruiting youth volunteers?

I think the most important thing in regards to recruiting is the training and supporting. And seeing what are the really great skills that these volunteers bring and really appreciating that, because these kids need positive reinforcement. So I think the most important thing is creating space for them to grow. So having anything that may upskill them things about life. Flexibility is key, as I said before youth don't have control over their lives so if their parents say you're not volunteering this weekend you just have to deal with it.

8. What key characteristics would the “ideal volunteer” have, from the perspective of your organisation?

Well we've got a variety of roles so I have to look at it kind of in terms of resident companion or task based/staff support roles. For all the roles we love a variety of personalities so there's not really a set of characteristics, but we obviously it would be good to be reliable. So knowing that someone is going to show up, no matter the commitment level. Just whatever they have signed up for they show up for. And even if not, that they give more than one day's notice so that we can fill the gap. We need everyone to have empathy here and be respectable because they are coming into people's homes. We also really value common sense and initiative. Taking initiative when communicating with the residents is really important for the young people to learn, because sometimes it's really hard for the residents to start the initial conversation.

9. How do you envision a youth friendly organisation to function and what would it look like?

To be youth friendly you need to be fun! You need to have variety and room for volunteers to try different things. Fun and spontaneity are things we try to provide for our youth, just being something that the youth enjoy. There's always going to be somewhere else to go if it's not fun. And again, support and training is important. Also first and foremost you need to be flexible and appreciate their time and make them feel important to the community.