SCIENCE MUSEUM GROUP

**VOLUNTEERING POLICY** & **FRAMEWORK**

2022

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# SCIENCE MUSEUM GROUP VOLUNTEERING POLICY

Science Museum Group (SMG) is committed to becoming the leading national museum for volunteering by providing opportunities that are Open for All and which make a difference to our volunteers, museums, and the communities we serve. We recognise volunteers are an important part of our wider workforce, and that volunteering provides a powerful platform to *Inspire Futures and* help us achieve our operational, strategic and social ambitions.

The purpose of this policy is to support the involvement of volunteers and ensure:

* **Volunteering is strategically, operationally, and socially impactful,** allowing us to grow our audience, build science capital and support our placemaking ambitions.
* **Volunteering is inclusive, diverse and reflects our communities,** enabling us to grow our audience and create a diverse sector that is Open for All.
* **Volunteering is properly resourced, managed and supported,** providing the platform for us to think big and deliver our ambitions.
* **We provide outstanding experiences** that exceed expectations and inspire the next generation of scientists, inventors, and engineers.

## Definition

We define a volunteer as someone who chooses to spend their time, unpaid, doing something that benefits themselves and the museum. We involve volunteers aged 14 upwards with no upper age limit (under 18s are managed in-line with our [Youth](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Key%20Policies/Youth%20Volunteering%20Framework.pdf?web=1) [Volunteering Framework](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Key%20Policies/Youth%20Volunteering%20Framework.pdf?web=1)). We recognise the distinction between volunteers and employees and reflect this when creating roles, by:

* + - **Recognising the flexible nature** of volunteering.
    - **Consulting with colleagues** to ensure volunteers don’t displace paid jobs.
    - **Considering the benefits** to individuals and local communities.

Volunteering is distinct from other unpaid roles, such as work experience, internships, and individuals involved in participation projects. These are not covered by this policy.

## Purpose of Volunteer Involvement

We involve volunteers in order to achieve our operational, strategic, and social ambitions more effectively. By providing opportunities that are Open for All, volunteering is uniquely positioned to help us:

* + - **Grow equity in science capital,** by providing opportunities for underserved audiences to participate in our museums.
    - **Build bigger audiences and deeper connections** through targeted volunteering opportunities.
    - **Achieve our placemaking ambitions,** by connecting us with our local communities and providing opportunities that support skills development and improve wellbeing.
    - **Scale up our digital reach** by creating roles that enhance our digital estate.
    - **Enhance organisational resilience,** by increasing our skills base and providing extra support.
    - **Build political capital,** by delivering activities that support local social and industrial skills agendas.
  1. **Management of Volunteers**

SMG is committed to providing the resources needed to deliver our ambitions for volunteering. The Head of Volunteering is responsible for strategies, systems and policies whilst each site has someone dedicated to managing their volunteer programme and providing local advice and guidance. All volunteers have an SMG employee, called a Volunteer Supervisor, who is responsible for their day-to-day management. To support the management of volunteers, all volunteers have a record in our Volunteer Management Database and a digital file on the J drive.

* 1. **Review Schedule**

In line with internal policy, our Volunteering Policy & Framework will be reviewed every five years or sooner if required.

# SCIENCE MUSEUM GROUP VOLUNTEERING FRAMEWORK

Our Volunteering Framework supports the delivery of our Policy and Strategy, outlining our requirements for the management of volunteers and providing guidance to support the development of volunteering. It is written to support our Volunteer Management teams, Supervisors and col leagues.

The Framework is split into four parts:

* **Planning:** An overview of the things that should be considered prior to developing a new role.
* **Recruitment:** Guidance on everything from developing a new role to Wellcome.
* **Management:** Information to support the day-to-day management of volunteers.
* **Improvement & Departure:** Outlines what to do when a volunteer leaves or a role ends.

To develop efficient management practices, we classify volunteers into four types:

* **General Volunteers:** Individuals engaging in on-site roles.
* **Remote Volunteers:** Individuals engaged in off-site roles (digital and non-digital).
* **Employee Supported Volunteers:** Individuals who volunteer through their employer.
* **Colleague Volunteers:** SMG employees who also volunteer for us.

The guidance in this Framework is supported by additional material on the [intranet](https://sciencemuseumgroup.sharepoint.com/sites/intranet-volunteers/sitepages/volunteering.aspx), this includes:

* [**Policies and Forms**](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Volunteering-Policies-and-Guides.aspx)**:** Information and supporting documentation relating to all aspects of our volunteer programme.
* [**Volunteer Knowhow**](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Volunteer-Knowhow.aspx)**:** Our volunteer portal, your link to information from across the voluntary sector.
* [**Volunteers’ Hub**](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Volunteers-Hub-v-0.2.aspx)**:** Dedicated page for our volunteers, including news, access to documents and links to our special events page.

Information on volunteering at each of our sites can be found on the following pages:

* [Science Museum](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/ScM-Volunteers-Page.aspx?csf=1&web=1&e=Vc4GsK&cid=d918b695-df11-491c-996c-20be0adfe304)
* [National Railway Museum](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/NRM%20Volunteers%20Page.aspx?csf=1&web=1&e=ypRoTF&cid=85cf92cc-d1f3-4bbe-8058-02826619ae1c)
* [Locomotion](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Locomotion%20Volunteers%20Page.aspx?csf=1&web=1&e=tWVR8y&cid=f0de2403-a9af-4876-a4cf-38dd3833458d)
* [Science & Industry Museum](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/SIM-Volunteers-Page.aspx?csf=1&web=1&e=Ez7GgZ&cid=23b85a78-448b-460f-95f3-7fac8f6ef10b)
* [National Collections Centre](https://sciencemuseumgroup.sharepoint.com/sites/intranet/sitepages/national-collections-centre.aspx)
* [National Science and Media](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/NSMM-Volunteers-Page.aspx?csf=1&web=1&e=j8g0KL&cid=fb6b300e-dac5-4514-a999-43485c245556) [Museum](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/NSMM-Volunteers-Page.aspx?csf=1&web=1&e=j8g0KL&cid=fb6b300e-dac5-4514-a999-43485c245556)

Contact details for our Volunteer Management teams are on our [Contact Us](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Contact-the-Volunteering-Team.aspx) page.

# PLANNING: GETTING READY FOR VOLUNTEER INVOLVEMENT

*Planning volunteer involvement is key to creating inspiring experiences that meet our volunteers’ needs and deliver our strategic, social, and operational ambitions. This section contains information on what colleagues should consider during this stage.*

## Volunteer Management and Supervision

We are committed to providing inspiring experiences that are properly managed, resourced and supported. To help ensure this, we employ a devolved model of volunteer management. Each role has a dedicated employee, called a Volunteer Supervisor, who is responsible for the day-to-day management of volunteers in their team, including the provision of role related training, management of health and safety and rostering. Support and advice on all volunteering matters is provided by each museum’s [Volunteer Management team](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Contact-the-Volunteering-Team.aspx).

## Support for Supervisors

We understand that working with volunteers for the first time can be daunting. That’s why our Volunteer Management teams are in place to support colleagues throughout the process. Alongside this, we provide volunteer management training and a range of policies, processes, and tools to support colleagues in their role. These can be accessed via the [intranet](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Volunteering-Policies-and-Guides.aspx).

## Volunteer Activities

Volunteers undertake a broad range of activities in our museums. To ensure the roles we create *Inspire Futures,* are meaningful to volunteers, and don’t displace paid colleagues, all volunteers are recruited to fill specific, advertised roles. These are planned using an [Activity Outline](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/Activity%20Outline%20(2018).docx?web=1) and advertised through our Vacancy Information Packs (VIPs).

## Paid and Unpaid Roles

To ensure there’s a clear distinction between paid and unpaid roles, volunteers must not be asked to give more than 60 days a year in any one role and every volunteer opportunity must be clearly defined by an Activity Outline and VIP. In addition, our Volunteer Management team will consult with colleagues in [People & Culture](https://sciencemuseumgroup.sharepoint.com/sites/intranet-people-and-culture/SitePages/Contact-People-and-Culture.aspx) and the [Trade Union](https://sciencemuseumgroup.sharepoint.com/sites/intranet-tradeunions) during the role creation process.

## Colleague Volunteers

Employees wishing to gain experience outside their job may volunteer with us. To ensure there is a distinction between their paid and unpaid roles, they should follow standard volunteer recruitment practices and the role must be significantly different to their day job, outside of their working hours and agreed with their line manager.

Any employee who volunteers with us must follow the requirements in this framework.

## Insurance

Our [Employee Liability Insurance](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Contracts-and-Procurement/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DContracts%2Dand%2DProcurement%2FShared%20Documents%2FInsurance%2F2023%2F2023%20Employers%27%20Liability%20Certificate%2Epdf&parent=%2Fsites%2Fintranet%2DContracts%2Dand%2DProcurement%2FShared%20Documents%2FInsurance%2F2023) covers volunteers over the age of 14, provided they have followed our general recruitment guidance and our [Health and Safety](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Key%20Policies/Volunteer%20Health%20%26%20Safety%20Framework.pdf?web=1) and [Youth](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Key%20Policies/Youth%20Volunteering%20Framework.pdf?web=1) [Volunteering Frameworks](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Key%20Policies/Youth%20Volunteering%20Framework.pdf?web=1). Our insurance also covers volunteer outings. Where

volunteers are undertaking unusual or particularly risky roles, e.g. off-site volunteering, advice must be sought from our Head of Procurement.

## Under 18s and Adults at Risk

Often those who can gain the most from volunteering are young people and adults at risk. However, special care must be taken to ensure their involvement is properly planned and delivered to safeguard everyone involved. When planning a role, colleagues should think carefully about whether the opportunity is appropriate for someone under 18 or an adult at risk, noting that the minimum age for a volunteer is

14. If it is, col leagues must ensure:

* They have written consent from the parent, guardian or carer.
* There is no lone working and under 18s are always accompanied by an SMG employee, except during lunch breaks in public areas.
* There is no high risk or manual working e.g. using workshop equipment.
* Risk assessments have been reviewed in line with the [SMG Safeguarding](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Safeguarding.aspx) [Procedure](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Safeguarding.aspx).

Colleagues supervising under 18s and/or adults at risk must read and ensure they comply with our [Youth Volunteering Framework](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Key%20Policies/Youth%20Volunteering%20Framework.pdf?web=1) and our SMG Safeguarding Policy, Safeguarding Procedure and our Safeguarding Commitment – which can all be found on the Safeguarding section of the [intranet](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Safeguarding.aspx).

## Resources

Providing the appropriate human, physical, and financial resources is key to ensuring a high-quality volunteering experience. During the planning process, colleagues should consider what they will need to make their role a success, this should include:

* + - Appropriate budget.
    - Employee supervision.
    - Equipment (e.g. laptops).
    - Space and workplace facilities.
    - Personal benefits to the volunteer.
    - Training requirements.

## Expenses

Our ambition is to build volunteer programmes that are inclusive, diverse, and reflective of our communities. Expecting people to cover the costs associated with volunteering creates barriers to participation and prevents us from achieving this. We are therefore committed to reimbursing reasonable expenses incurred whilst volunteering.

To reflect local costs and budgets, each site is responsible for setting their own claim limits and parameters, in line with our [Expenses Guidelines](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Management/Expenses%20Guidelines%20(2021).docx?web=1). These are set by the local Volunteer Management team to ensure consistency and alignment with organisational policy and practice.

To understand the approach taken at their site, colleagues should speak to their local Volunteer Management team about the payment of expenses when setting up a new role.

Further information on the subject can be found in our [Expenses Guidelines](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Management/Expenses%20Guidelines%20(2021).docx?web=1).

## Monitoring and Evaluation

To evaluate strategic delivery, and meet organisational and government reporting requirements, the following aspects of volunteering must be reported:

* + - **Scale:** Each month our Volunteer Management teams should record the amount of support volunteers provide by measuring number of active roles, volunteers and hours given.
    - **Diversity:** Throughout the year our Volunteer Management teams should track diversity in line with SMG ambitions and targets.
    - **Experience:** we monitor the experience volunteers have through out annual Volunteer Satisfaction Survey to ensure it is of the highest quality.
    - **Impact and Outcomes:** Our Volunteer Management teams and Supervisors should measure the impact and outcomes of volunteers across a range of roles.

Monitoring is undertaken throughout the year by our Volunteer Management teams and Supervisors and reported at the end of February to the Annual Report and Review teams, by the Head of Volunteering, for inclusion in upcoming publications. How colleagues monitor and evaluate the roles they supervise should be considered during the planning stage.

Details on requirements for our Volunteer Management team and Supervisors are found in our [Impact Assessment Framework](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Growth%20and%20Departure/Impact%20Assesment%20Framework.docx?web=1). Guidance on evaluating specific roles can be found in our [Volunteer Impact Assessment Advice](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Growth%20and%20Departure/Impact%20Assesment%20Advice.docx?web=1).

# RECRUITMENT: FROM ACTIVITY OUTLINE TO WELCOME

*Creating volunteer programmes that are inclusive, diverse, and reflective of our communities starts with successful recruitment. This section details how colleagues can achieve this.*

## Activity Outline

Creating inspiring volunteer activities that are Open for All, begins with the creation of an [Activity Outline](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/Activity%20Outline%20(2018).docx?web=1). Similar to an I Need People Now Resource (INPR), these must be completed by the Volunteer Supervisor, agreed by the Line Manager and submitted to the local [Volunteer Management team](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Contact-the-Volunteering-Team.aspx). The Activity Outline ensures all aspects of the role are considered before recruitment starts. To ensure roles are Open for All, we ask colleagues to also complete an [Equality Impact Assessment](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/Example%20Equality%20Impact%20Assessment%20(2021).docx?web=1) when creating a new role.

## Vacancy Information Pack

The Activity Outline is turned into a Vacancy Information Pack (VIP), our equivalent   
of a role description, by our Volunteer Management team. Each role must have a specific VIP that is inspiring and engaging. It should provide details on the role, supervision, and training requirements. It should also clearly explain the benefits   
of the role to potential volunteers. Guidance on creating VIPs can be found [here](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/Volunteer%20VIP%20Guidance%20(2018).docx?web=1).

## Risk Assessment

All roles must have a [risk assessment](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SiteAssets/SitePages/Health--Safety-and-Wellbeing-Forms/SMG%20Risk%20Assessment%20Form%20doc.doc?web=1). It is the responsibility of the Volunteer Supervisor to create this and store it securely. Supervisors must make sure the risk assessment is given to volunteers as part of their Departmental Welcome and recorded on their [Departmental Welcome Checklist](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/Departmental%20Welcome%20Checklist%20(2020).docx?web=1). They should also be aware that they may be asked to show it as part of a health and safety audit. Risk assessment templates, and [a guide to completing them](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SiteAssets/SitePages/Health--Safety-and-Wellbeing-Forms/Guide%20to%20completing%20risk%20assessment%20form.doc?web=1), are on the [intranet](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Health%2C-Safety%2C-and-Wellbeing-procedures-and-forms.aspx).

## Advertising Opportunities

We are committed to ensuring volunteering is Open for All. To achieve this, we support the recruitment of volunteers from a wide range of sources, including directly engaging community partners, running taster sessions, and through traditional advertising. Our Volunteer Management teams will advise on the best method depending on the target audience and role requirements.

## Expressions of Interest

Individuals may express an interest in volunteering with us before they apply, at events like recruitment fairs. To ensure we are GDPR compliant, all expressions of interest should be submitted using our [Expression of Interest Form](https://www.sciencemuseumgroup.org.uk/welcome-to-science-museum-group/). The enquiry must be responded to in a timely manner and the information used only for the purpose provided. Once the enquiry has been processed the information must be destroyed.

## Application

Removing barriers during the application process is vital to creating equitable and accessible volunteer programmes. Therefore, we only ask applicants to provide us with the minimum information required to contact them, conduct security checks and, if applicable, assess their application. In general, where existing volunteers are

applying for another volunteer role there is no need for them to complete a new application form. The exception to this may be where the role is competitive or where sifting questions are used. All candidate information must be captured in line with Data Protection legislation using our standard volunteer application forms (offline version available [here](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/2022-07-06_B-8_VolunteerApplicationForm_V1.docx?web=1)).

## Applicants from Overseas

Prospective volunteers coming to the UK from outside the European Economic Area must ensure they have a visa which permits them to volunteer in the UK before applying. It is the responsibility of the applicant to check their status prior to application. If an individual has a visa, this must be checked during the security check process. Further guidance can be found [here](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/20221406_B-8_VolunteersFromOverseas_V1.docx?web=1).

## Selection Events

To ensure equitable access to roles, and to give people a chance to learn about them before joining, volunteers may be invited to attend a selection event. Existing volunteers should, in general, also be asked to attend in order to ensure fair access to roles. To make sure these are accessible and Open for All, we will tailor them to suit the audience and the role we are recruiting for. They may include taster days, interviews, and informal discussions.

To help remove individual biases, colleagues involved in selection events should attend our debiasing training. To further support this, it is recommended two museum representatives, drawn from diverse backgrounds, are present at selection events. One should be the Volunteer Supervisor, the other may be an employee or a volunteer.

## Notification

All applicants who have attended a selection event should be notified of the outcome as soon as possible. To recognise their offer of help, unsuccessful applicants should be thanked, provided with transparent feedback, and directed to other organisations that might be able to assist them. In order to provide feedback, notes from selection events may be kept for up to one year. To comply with Data Protection legislation, they must be securely destroyed after this period has elapsed.

## Security Checks

As a government funded body, we are required to comply with the [Baseline Personal](https://www.gov.uk/government/publications/government-baseline-personnel-security-standard) [Security Standard](https://www.gov.uk/government/publications/government-baseline-personnel-security-standard). This means we complete identity and basic criminal record checks on volunteers before they start. These are completed together during the disclosure check process. During which we need to:

* + - See the applicant’s original documents.
    - Check that they are valid with the applicant present.
    - Record the date the checks were made in our Volunteer Management Database.
    - Record the certificate number in Volunteer Management Database once processed.

We will accept basic and enhanced checks that have been issued in the last three months by another organisation or are on the [update service](https://secure.crbonline.gov.uk/crsc/check?execution=e1s1).

For checks issued in the last three months, Volunteer Managers must see the original paper disclosure certificate, checking the issue date and that there are no unspent or spent (in the case of an enhanced check only) convictions or cautions listed. If there are, they must speak to their local [People Partner](https://sciencemuseumgroup.sharepoint.com/sites/intranet-people-and-culture/SitePages/Contact-People-and-Culture.aspx) for advice. A record of these checks must be made in our Volunteer Management Database by recording the certificate number and date of check in the appropriate fields.

For checks on the update service, Volunteer Managers must check the disclosure is cleared, take a screenshot of the online confirmation, and save it to the volunteer’s file. This must be logged on our Volunteer Management Database as above.

If a volunteer cannot supply the documents needed to complete a disclosure check, they may still volunteer with us. However, they must comply with the information in our [Guidance for No Disclosure Checks document](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/202201107_GuidanceforVolunteersWithNoDisclosureCheck_V1_FINAL.docx?web=1).

* 1. **Security Checks (roles under four weeks)**

Where a role lasts for less than four weeks and does not provide unsupervised access to the collection or organisational information (e.g. files or the ICT network), the decision to undertake checks is at the discretion of the Volunteer Supervisor. If a

role provides unsupervised access, checks must be conducted.

When not required, a risk assessment must outline the risks this poses to the collection, the public and our reputation and provide mitigations for each. If an individual needs to access organisational information without a check, a data protection access agreement should be signed.

Volunteers who move into long-term roles, roles that provide access to the collection or organisational information or undertake regular short-term roles (three or more a year) must also undertake a basic check.

* 1. **Roles Involving Under 18s or Adults at Risk**

A clear, enhanced disclosure check is required for any employee or volunteer working with or alongside children who will:

* + - Spend more than three days with them.
    - Work with the same individual regularly once a week or more.
    - Spend time with them overnight on a sleepover.

However, if the volunteering is less regular or frequent than this or does not take place overnight, SMG has no legal entitlement to carry out a check. As with basic checks, we will accept enhanced checks that have been issued in the last three months. These must be checked and recorded in line with the guidance above.

Under 18s and adults at risk must be accompanied by an SMG employee at all times and must not be left under the supervision of other volunteers, either formally or informally.

* 1. **Criminal Disclosure**

SMG is Open for All and having a criminal conviction will not necessarily prevent someone from volunteering. Each case will be dealt with on its own merits and the

outcome will depend on the nature of the position and circumstances and background of the offence(s). If something is revealed, either during the disclosure process or in conversation with an individual, Supervisors must speak to their local Volunteer Management team who should speak to their local [People Partner](https://sciencemuseumgroup.sharepoint.com/sites/intranet-people-and-culture/SitePages/Contact-People-and-Culture.aspx). All matters of this nature must be dealt with confidentially.

* 1. **Security and Access Control Passes**

Volunteers are provided with information on the museum’s security procedures during their General Welcome and must comply with these to ensure the security of our buildings, collections, and work environment. If a volunteer needs an access control pass, this will be arranged, provided they have a clear basic disclosure check. Once someone stops volunteering with us, their pass must be returned.

If a volunteer doesn’t have a clear check, please read our [Guidance for No Disclosure](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/202201107_GuidanceforVolunteersWithNoDisclosureCheck_V1_FINAL.docx?web=1) [Checks document](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Recruitment/202201107_GuidanceforVolunteersWithNoDisclosureCheck_V1_FINAL.docx?web=1) for information on how to manage their access to our buildings, collections, and work environment.

* 1. **ICT Access and Email Accounts**

As an inclusive organisation, we want volunteers to feel part of our wider workforce. One way we do this is by providing them with OCT accounts that give access to the intranet, emails, and other digital services. To obtain an account, a [New Starter Form](https://smg.service-now.com/sp?id=sc_cat_item&sys_id=77d9fbba1befa4101ee04333b24bcb03) should be completed for administrative purposes, and to support account closures, a volunteer’s SMG email address must be recorded in our Volunteer Management Database. Every six months, accounts will be reviewed and closed for those volunteers who have left.

Volunteers who receive an account must watch the ICT Accounts presentation, read the accompanying Your Responsibilities document and agree to our ICT Terms of Use.

* 1. **Diversity Monitoring**

To help ensure our programmes are Open for All, we ask volunteers, once they have been appointed, to complete a [Diversity Monitoring Form](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/B-6-1%20Diversity%20Monitoring%20Form%20v2%20(2021).docx?web=1) (online version also available). The information is used anonymously to monitor diversity and inform our strategic decision­ making processes. Volunteers have the freedom to answer all, some or none of the questions asked.

* 1. **General Welcome**

To provide volunteers with an enjoyable and accessible introduction to our museums, and ensure volunteers are covered by our insurance, all general and col league volunteers must receive a [General Welcome](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/Welcome%20Presentation%20(2021%20v2).pptx?web=1) before starting that provides:

* + - A welcome to SMG and the museum.
    - General health and safety information.
    - Health and Safety Essentials training.
    - Safeguarding information.
    - An overview of our general policies and procedures.
    - Basic Rail Safety (NRM and Locomotion only).

During Welcome, volunteers must complete and return a [General Welcome Checklist](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/General%20Welcome%20Checklist%20(2020).docx?web=1) (which includes a link to our [Colleague Privacy Notice](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Corporate-information/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DCorporate%2Dinformation%2FShared%20Documents%2FShared%2FPolicies%2FColleague%20Privacy%20Notice%2Epdf&parent=%2Fsites%2Fintranet%2DCorporate%2Dinformation%2FShared%20Documents%2FShared%2FPolicies)) and [SMG Safeguarding](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Safeguarding.aspx) [Commitment](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Safeguarding.aspx) (which needs completing annually). They should also receive a copy of our [Volunteer Agreement](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/Volunteer%20Agreement%20(2020)%20.docx?web=1) – a non-contractual document outlining the relationship between the volunteer and the museum. All of these must be recorded in our Volunteer Management Database and stored in the volunteer’s file.

Employee Supported Volunteers (ESV) should follow the Welcome guidance in our [Employee Supported Volunteering Framework](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Key%20Policies/Employee%20Supported%20Volunteering%20Framework%20(2018).docx?web=1). Remote volunteers, in general, do not require a formal Welcome as they will not be on-site and do not have access to things like an SMG ICT account. Where they will be on site for part of their role, or will be provided greater organisational access, they should attend a General Welcome session. It is recommended that this is delivered online.

* 1. **Departmental Welcome**

To help volunteers settle into their role, Supervisors must provide an introduction to the role and relevant training. To support this, a [Departmental Training Checklist](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/Departmental%20Welcome%20Checklist%20(2020).docx?web=1) must be completed and uploaded to a restricted folder on the team’s One Drive, with access limited to only those who need it. A copy must also be sent to the local [Volunteer Management team](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Contact-the-Volunteering-Team.aspx) so the volunteer’s record can be updated. Where possible the Departmental Welcome should be completed on the volunteer’s first day. For advice on what to do if this isn’t possible, Supervisors should speak to the local Volunteer Management team.

* 1. **Welcome (roles under four weeks)**

To make the Welcome process as efficient as possible for roles lasting under four weeks, we recommend combining the General and Departmental Welcomes into a single session using our [Project Welcome presentation](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/Project%20Welcome%20Presentation%20(2021%20v1).pptx?web=1). The Welcome must cover:

* A welcome to the site and the role.
* General health and safety information.
* Health and Safety Essentials training.
* Role related training.
* An overview of our general policies and procedures.
* An overview of safeguarding procedures.
* Basic Rail Safety (NRM and Locomotion only).

During Welcome, volunteers must complete and return a [Project Welcome Checklist](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/Project%20Volunteer%20Checklist%20(2019).docx?web=1) (which includes a link to our [Colleague Privacy Notice](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Corporate-information/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DCorporate%2Dinformation%2FShared%20Documents%2FShared%2FPolicies%2FColleague%20Privacy%20Notice%2Epdf&parent=%2Fsites%2Fintranet%2DCorporate%2Dinformation%2FShared%20Documents%2FShared%2FPolicies)) and [SMG Safeguarding](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Safeguarding.aspx) [Commitment](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SitePages/Safeguarding.aspx) (which needs completing annually). They should also receive a copy of our [Volunteer Agreement](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Welcome/Volunteer%20Agreement%20(2020)%20.docx?web=1) – a non-contractual document outlining the relationship between the volunteer and the museum. All of these must be recorded in our Volunteer Management Database and stored in the volunteer’s file.

* 1. **Behaviour and Confidentiality**

As part of our wider workforce, we expect volunteers to respect our values and follow our [Behaviours Framework](https://sciencemuseumgroup.sharepoint.com/sites/Intranet-Behaviours). Volunteers are also required to follow the [SMG Ethics](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Governance/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DGovernance%2FShared%20Documents%2FPolicies%2FSMG%20Ethics%20Policy%2Epdf&parent=%2Fsites%2Fintranet%2DGovernance%2FShared%20Documents%2FPolicies) [Policy](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Governance/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DGovernance%2FShared%20Documents%2FPolicies%2FSMG%20Ethics%20Policy%2Epdf&parent=%2Fsites%2Fintranet%2DGovernance%2FShared%20Documents%2FPolicies) and to treat as confidential any information relating to the museum, its

employees, volunteers, donors, partner organisations, policies, and practices that they come into contact with. This applies both during and after their time with the museum.

Volunteers may, of course, talk about what they do and our [Social Media Guidance for](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Management/D-1-5%20Social%20Media%20Guidance%20for%20Volunteers%20(2021).pdf?web=1) [Volunteers](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Management/D-1-5%20Social%20Media%20Guidance%20for%20Volunteers%20(2021).pdf?web=1) exists to help them do this with confidence.

* 1. **Policies and Procedures**

Across SMG there are a number of organisational policies that apply to all colleagues. These exist to ensure the health, safety and security of employees, volunteers, visitors, and the organisation. Volunteers should be made aware of their key points, and how to find them, as part of their Welcome. Key policies include:

* + - [SMG Health & Safety Policy](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/SiteAssets/SitePages/Health%2C-Safety%2C-and-Wellbeing-procedures-and-forms/2023-04-14_HealthSafetyPolicy_FINAL_V1.docx?web=1)
    - [SMG Fire Policy](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/Shared%20Documents/Policies%20Procedures%20and%20Forms/Policies/Fire%20safety%20policy%2022.docx?web=1)
    - [SMG Asbestos Policy](https://sciencemuseumgroup.sharepoint.com/sites/intranet-health-safety/Shared%20Documents/Policies%20Procedures%20and%20Forms/Policies/Asbestos%20Policy%2022.doc?web=1)
    - [SMG Alcohol and Drugs Policy](https://sciencemuseumgroup.sharepoint.com/sites/intranet-people-and-culture/Shared%20Documents/Shared/Policies/Alcohol%20and%20Drugs%20Policy%20March%202020.pdf?web=1)
    - [SMG Anti-Fraud Policy](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Finance/SitePages/Anti-fraud-policy.aspx)
    - [SMG Data Protection Guidelines](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Corporate-information/Shared%20Documents/Shared/Documents/Data-Protection-Guidelines.pdf?web=1)

Supervisors must make their volunteers aware of any policies that specifically apply to their role or have a direct impact on an activity they are involved in e.g. volunteers who handle money must read the Anti-Fraud policy.

# MANAGEMENT: INSPIRING VOLUNTEERING FOR ALL

*To create inspiring volunteer programmes, we are committed to providing volunteers with a well-managed experience. This section provides information on the requirements and considerations needed to achieve this.*

## Health and Safety

We take our health and safety responsibilities very seriously. As such, volunteers are provided with general health and safety information during their Welcome. [Health &](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DVolunteers%2FShared%20Documents%2FWelcome%20Back%20Material%2FHealth%20and%20Safety%20Essentials%20Online%20Training%2FOnline%20Health%20and%20Safety%20Essentials%20%282020%29%20v1%2Epdf&parent=%2Fsites%2Fintranet%2DVolunteers%2FShared%20Documents%2FWelcome%20Back%20Material%2FHealth%20and%20Safety%20Essentials%20Online%20Training) [Safety Essentials](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DVolunteers%2FShared%20Documents%2FWelcome%20Back%20Material%2FHealth%20and%20Safety%20Essentials%20Online%20Training%2FOnline%20Health%20and%20Safety%20Essentials%20%282020%29%20v1%2Epdf&parent=%2Fsites%2Fintranet%2DVolunteers%2FShared%20Documents%2FWelcome%20Back%20Material%2FHealth%20and%20Safety%20Essentials%20Online%20Training) Training is also provided and must be completed on an annual basis thereafter. Volunteers must observe all our health and safety policies and procedures and report any potential hazards, unsafe working conditions, or personal injuries to a museum employee.

Our Supervisors are expected to provide any role specific training. As part of our reporting processes, Volunteer Supervisors may be audited for:

* + - Risk assessments relevant to the role.
    - Departmental welcome and training checklists.
    - Rail safety training records.

For more information on health and safety requirements for volunteers see our Volunteer Health and Safety Framework.

## Emergency Contact Information

In general, emergency contact information for volunteers can be accessed via our Volunteer Managers. In case there is an emergency, and they are not available, emergency contact information for volunteers must also be stored securely either at Control (e.g. in a locked cabinet), or in One Drive (in a restricted access folder or password protected document), with access limited to only those who need it e.g.

Security and Duty Managers.

Information should be limited to a volunteer’s name, address, phone number(s), email and the emergency contact’s name, relationship, and phone number(s). Medical information must not be provided, as it easily goes out of date and may create a serious issue if incorrect. Records should be refreshed each month, to ensure they are accurate and up to date.

## Data Protection

In accordance with Data Protection legislation, all information which identifies volunteers must be captured, stored and maintained in line with our Colleague Privacy Notice. Information must be held securely with access limited to only those who need it. It should only be used for the purpose(s) it was collected and data must not be distributed externally without the consent of the individual concerned. Anyone with access to volunteer information must complete the Data Protection, Freedom of Information and Cybersecurity training on Thrive. To register volunteers, please email the names, email addresses and site information to [Learning & Development](mailto:learning.development@sciencemuseum.ac.uk).

Further information on how to manage volunteer records can be found in our [Guidance for Managing Volunteer Records](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fintranet%2DVolunteers%2FShared%20Documents%2FGrowth%20and%20Departure%2FGuidance%20for%20Managing%20Volunteer%20Records%20v3%2Epdf&parent=%2Fsites%2Fintranet%2DVolunteers%2FShared%20Documents%2FGrowth%20and%20Departure) or for more general information visit the [Corporate Information](https://sciencemuseumgroup.sharepoint.com/sites/intranet-corporate-information/sitepages/corporate-information.aspx) section of the intranet.

## Freedom of Information

Occasionally, we receive [Freedom of Information](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Corporate-information/SitePages/Freedom-of-Information.aspx) (FOI) requests related to volunteering. If you get a request via email or in writing (please note it need not refer to the FOI Act) please contact the [Corporate Information](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Corporate-information/SitePages/Contact-us.aspx) team. If you are asked to help collate information for an enquiry, please do so as quickly as possible so the team can spend time considering the information and any exemptions.

## Discounts and Enrichment & Engagement Activities

To help create inspiring volunteer programmes, we provide a variety of enrichment and engagement activities that reflect the needs of our volunteers. These cover a range of activities, including employability training, recognition events and outings. Although these activities are primarily the responsibility of our Supervisors and Volunteer Management teams, we recognise the need for organisational support in this area (e.g. to deliver training) and are committed to providing it.

In addition, all volunteers are entitled to access the same discounts across our sites as employees. Visit the [intra net](https://sciencemuseumgroup.sharepoint.com/sites/intranet-HR/SitePages/Discounts-and-days-out.aspx) for up-to-date information on what these are.

## Communication

It is vital volunteers feel a full part of SMG and are kept informed of what is happening. We recognise the importance of effective communication in helping achieve this and are committed to communicating regularly with volunteers through things like colleague briefings, newsletters, and the intranet. We are always open to hearing from volunteers and will provide a range of ways to exchange constructive feedback, giving them the opportunity to discuss any problems or issues that arise.

All volunteers are expected to treat with confidentiality any information they have access to and should follow our [Social Media Guidelines for Volunteers](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Management/D-1-5%20Social%20Media%20Guidance%20for%20Volunteers%20(2021).pdf?web=1).

## Copyright and Intellectual Property Rights

Under UK law, volunteers own the copyright to any original intellectual property they create during the course of volunteering unless it is transferred to SMG through legal ‘assignment’. Therefore, if volunteers are creating intellectual property, and it is important we keep it, they should complete an [Intellectual Property Assignment](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Management/Copyright%20Assignment.docx?web=1) form prior to starting.

This document is legally binding and as well as transferring the intellectual property that’s being created, requires volunteers to waive their ‘moral rights’ to the material they create (i.e. the right to be identified as the author of a work). It can be difficult, however, for some people to understand and should only be used where it is important for us to keep the material created. Our Intellectual Property Assignment form provides for the payment by SMG of £1 for the transfer. Please note there’s no need to actually make this payment. This is a drafting convention to make the document legally binding.

For further information please read [Copyright and Volunteers](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Volunteer%20Knowhow/Volunteers%20and%20the%20Law/Copyright/Volunteer%27s%20Ownership%20of%20Copyright.pdf?web=1), [Copyright Basic Facts](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Volunteer%20Knowhow/Volunteers%20and%20the%20Law/Copyright/Copyright%20basic%20facts.pdf?web=1) or the advice in [Volunteers and the Law](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Management/SMG%20Volunteering%20and%20the%20Law%20v1%20(2017).docx?web=1).

## Photography

On occasions, SMG may want to take photographs of volunteers. If these are taken at an event, where clear signage is displayed informing attendees that photography will be taking place there is no need to request consent. However, if the volunteer forms the focus of the image, or if they will be identified in the image (e.g. named in a caption), they must complete a Media Consent Form. This must then be stored alongside the image. Images downloaded from iBase may be stored without accompanying consent form.

For more information on our approach to photography, or for guidance on commissioning images, please see the [Photography](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Brand/SitePages/Photography.aspx) section of the intranet.

## Problem Solving

We aim to ensure that, as far as possible, volunteering is a positive experience for everyone and that all volunteers are treated fairly, objectively, and consistently. We aim to take every reasonable step to resolve problems as quickly and amicably as possible through informal discussion, additional training and support, or by offering alternative roles. Where a problem cannot be resolved through these methods, or if it is deemed a serious breach of conduct, we may ask a volunteer to leave the museum. All matters relating to complaints made by or about volunteers are treated in confidence and managed through our Problem Solving Procedure.

In line with our [Guidance for Managing Volunteer Records](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Growth%20and%20Departure/Guidance%20for%20Managing%20Volunteer%20Records%20v3.pdf?web=1), and section 1.4 of the Problem Solving Procedure, problem solving records must be stored separately and securely in the volunteering section of a museum’s J Drive and a record made in our volunteer management system. When a volunteer leaves, their problem solving record must be transferred to an individually identifiable folder in the discipline and grievance section of the central SMG Volunteer Records (Left). Relevant problem solving correspondence, including the date of the incident, should be kept in line with the standard guidance.

Problem solving records must be maintained as follows:

* + - Records for resolved issues should be deleted one year after the date of resolution (e.g. one year after the Final Written Warning ceases).
    - Records for volunteers who have been dismissed should be retained for six years, in case they reapply to volunteer, and then destroyed.
    - If a long-term decision has been made, e.g. a site wide ban, this must be recorded on the long-term disciplinary record spreadsheet and the file deleted six years after the incident.

For further information please contact your [Volunteer Management team](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/SitePages/Contact-the-Volunteering-Team.aspx) or see our Problem Solving Procedure.

# IMPROVEMENT AND DEPARTURE: DEVELOPING THE OFFER

*We are committed to ensuring volunteers have a positive experience when they leave and that we continue to improve our offer. This section outlines how we do this.*

## Volunteer Departure

Volunteers may stop volunteering at any time. This could be for a variety of reasons, including the role has ended, they are moving, or they no longer wish to volunteer with us. To help us administer our records, volunteers should be asked to notify us when they leave. If they would like us to keep their details, so they can volunteer again in future, they must supply written consent for us to retain their information. This must be kept in their file.

To help understand volunteers’ reasons for leaving, the Volunteer Management team or Supervisor may ask a volunteer for an informal conversation prior to their departure.

There is no obligation for the volunteer to accept this request.

## Activity Status

Volunteers may leave us on a permanent or temporary basis. To help manage their records, and reflect this, we use four statuses:

1. **Active:** Volunteers who are assigned to a role and currently volunteering.
2. **Inactive:** Volunteers who, for whatever reason, are not currently volunteering. Volunteers can remain inactive for up to 12 months.
3. **Left:** Volunteers who have notified us they have left or who have not volunteered for 12 months.
4. **Alumni:** Volunteers who have left the programme but wish to remain connected to our museums and volunteer programmes.

If a volunteer has joined us for a role lasting under four weeks, and that role has ended, they can remain on our books as an ‘inactive’ volunteer for 12 months, provided they have given us permission to keep their details.

## Checking Activity Status

Often, volunteers will not let us know when they have stopped volunteering. In order to ensure our records are up to date, and that we are compliant with internal records management practices, our Volunteer Management teams must check volunteers’ activity status at least once a year, archiving any volunteers who have left, have not volunteered in the past twelve months or who are not part of an alumni scheme.

## Leaver Records

When a volunteer leaves, Supervisors must notify their local Volunteer Management team and transfer across any records that they have to them so they can be added to the volunteer’s record. A record of departure must be made in our Volunteer Management Database, non-essential information in the file destroyed, and their record moved to the appropriate storage location. Hard copies of files must be passed to the [Corporate Information team](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Corporate-information/SitePages/Contact-us.aspx) and digital files moved to [Left folder](file://ad.nmsi.ac.uk/nmsi/National%20Functions/SMG%20Volunteers/Volunteer%20Records) on the J drive (VPN required).

To mitigate risk and potential future liability, evidence of the following must be kept in a volunteer’s archived record if available:

* + - Contact information to identify the individual.
    - Health and safety training records.
    - Health and safety incident reports.
    - Induction records.
    - Start and finish dates.

In line with our records retention schedule, volunteer records must be kept for six years (including in our Volunteer Management Database) and then destroyed.

For further information on managing volunteer records please see our [Guidance for](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Growth%20and%20Departure/Guidance%20for%20Managing%20Volunteer%20Records%20v3.pdf?web=1) [Managing Volunteer Records](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Growth%20and%20Departure/Guidance%20for%20Managing%20Volunteer%20Records%20v3.pdf?web=1).

* 1. **Saying Thank You**

As part of our enrichment and engagement offer, we are committed to ensuring volunteers leave on a positive note. When roles end, we encourage Supervisors to run thank you events. If an individual is leaving, we recommend providing a suitable

thank you. Supervisors should identify a budget for these activities during the planning stage.

* 1. **References**

By providing meaningful experiences, and skills development opportunities, volunteering can be a powerful way of helping people find employment. To support this, we provide references for any volunteer requiring one. Wherever possible these should be provided by the Supervisor with the most contact time. In line with SMG practices, references should focus on competencies and tasks undertaken and not on a person’s character. Our [reference template](https://sciencemuseumgroup.sharepoint.com/sites/intranet-Volunteers/Shared%20Documents/Growth%20and%20Departure/Reference%20Letter%20Template%20(2021).docx?web=1) should be used and a copy kept on the individual’s file.

* 1. **Reviewing the Role**

To ensure we continue to provide inspiring volunteering experiences, roles should be reviewed at least every five years in line with SMG practice. This also helps ensure we continue to attract our target audiences and that roles are delivering the required operational, strategic, and social outcomes.

* 1. **Final Departure**

For many volunteers our museums are very special places, to which they’ve contributed a great deal. If the worst should happen, and a volunteer passes away, we encourage the museum to send a letter of condolence and support Supervisors and members of the Volunteer Management team who wish to attend the funeral.

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