# Fact sheet 1c: Avoiding Job Substitution

## In the current climate of public spending cuts, there are concerns that organisations will recruit volunteers to help manage the impact of reduced income. This situation could lead to a number of issues, such as:

* Volunteers being recruited for the ‘wrong’ reasons
* Poor working relations between employees and volunteers
* Inappropriate volunteering roles
* Legal problems for organisations.

In 2009, the Trades Union Congress (TUC) and Volunteering England (now the National Council for Voluntary Organisations) signed a ten-point charter that aims to address the impact of substituting volunteers for employees:

[**Charter for Strengthening Relations between Paid Staff and Volunteers**](https://www.tuc.org.uk/research-analysis/reports/charter-strengthening-relations-between-paid-staff-and-volunteers)

1. All volunteering is undertaken by choice, and all individuals should have the right to volunteer, or indeed not to volunteer
2. While volunteers should not normally receive or expect financial rewards for their activities, they should receive reasonable out-of-pocket expenses
3. The involvement of volunteers should complement and supplement the work of paid staff, and should not be used to displace paid staff or undercut their pay and conditions of service
4. The added value of volunteers should be highlighted as part of commissioning or grantmaking process but their involvement should not be used to reduce contract costs
5. Effective structures should be put in place to support and develop volunteers and the activities they undertake, and these should be fully considered and costed when services are planned and developed
6. Volunteers and paid staff should be provided with opportunities to contribute to the development of volunteering policies and procedures
7. Volunteers, like paid staff, should be able to carry out their duties in safe, secure and healthy environments that are free from harassment, intimidation, bullying, violence and discrimination
8. All paid workers and volunteers should have access to appropriate training and development
9. There should be recognised machinery for the resolution of any problems between organisations and volunteers or between paid staff and volunteers
10. In the interests of harmonious relations between volunteers and paid staff, volunteers should not be used to undertake the work of paid staff during industrial disputes

Warwickshire CAVA’s approach to volunteering is in line with this charter and our resources echo the values underpinning it. Following the good practice in the guides will help you to strengthen your organisation, whilst safeguarding its interests and those of its volunteers and employees.

Further information

CAVA Resource Library fact sheet:

* [2c. Avoiding the pitfall of creating employment contracts](https://drive.google.com/open?id=0BxM5UHfVB7YWbVAwdmNMdE1Cam8)

[National Council for Voluntary Organisations (NCVO)](http://www.ncvo.org.uk)

NCVO champions the voluntary sector and volunteering across Britain by connecting, representing and supporting voluntary organisations. It has a reputation as an authoritative voice for the sector.

* [www.ncvo.org.uk](https://www.ncvo.org.uk/) Phone: 020 7713 6161 Email: ncvo@ncvo.org.uk

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* [www.knowhownonprofit.org](https://knowhownonprofit.org/)