

SEPTEMBER 2026, v1.6

RECRUITMENT AND RETENTION GUIDELINES

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Resources

Here is a list of resources referred to in this guide. If something is missing, or needs to be updated, you are welcome to change it in the living document.
Otherwise, let the #wiki Slack channel know.

Resources - Recruitment
THRIVE Blog: https://thrivabilitymatters.org/blog/
THRIVE Platform Information: https://thrivabilitymatters.org/thrive-platform/how-it-works
How to Create Linkedin Job Posts (Quick Guide): https://wiki3.strive2thrive.earth/wp-content/uploads/2025/12/TP_QVG_030_How-to-create-Linkedin-Job-posts.pdf
Volunteer Role (VR) Posting Guide: https://wiki3.strive2thrive.earth/wp-content/uploads/2025/12/TP_GUI_030-Volunteer-Role-VR-Posting-Guidelines.pdf
Job Post Data Sheet: https://docs.google.com/spreadsheets/d/1oMuvgzCdtTvdTki9K20XTT8AMEK2Tz8LP4AAUFmOlc0/edit?pli=1#gid=1534749417
THRIVE Skill Test Folder: https://drive.google.com/drive/folders/1HEcE89AAvgM_qkH9BJcKpFfwP3Naam5x?usp=sharing
THRIVE Skill Test Email Template: https://docs.google.com/document/d/13L4iIQyxPfiayU0u-1vxP5TcQ8QNNPV_6WbOo5ypg6k/edit
Job Description Template: https://docs.google.com/document/d/1UWLjn-EPOcWgMwAI_jTPiiSQhM4NTgqI5VWD_mRo64k/edit
Existing Job Descriptions: https://drive.google.com/drive/folders/1JQ1Pha55jLo4OVbvhRavMzTlprIteoT_?usp=sharing
THRIVE Group Interview Presentation: https://thriveprojectgroup.slack.com/files/U01BWQSFFHN/F07H270EWGJ/thrive_group_interview_presentation_v7d.pptx

Resources - Onboarding and Retention
Welcome Email Template (for New THRIVERS): https://docs.google.com/document/d/1xJ3wH4yr1K_JC7p6Jsy5sQdKLUfWFGiNEyVlJvN-oaU/edit#heading=h.exbfwxx4e2l6
Onboarding form: https://volunteer.strive2thrive.earth/onboard
Info about THRIVE processes: https://wiki3.strive2thrive.earth/documents
THRIVE Slack: https://thriveprojectgroup.slack.com/
THRIVE Collaborators Slack (new THRIVERS go here): https://thrive-collaborators.slack.com/

Introduction: Who is THRIVE?



THRIVE is short for “The Holistic Regenerative Innovative Value Entity”. We are an independent research and advocacy group that aims to achieve a thrivable future. Unlike sustainability, it is more than preserving things as they are. Thrivability is about *changing how we act* for a better future.

THRIVE aims to achieve this through two methods:

- **Educating and informing:** We produce a wide range of written and audiovisual content to engage and inspire people across the world to make decisions that lead to a thrivable world. This includes our THRIVE Blog, our social media platforms, and external events such as webinars featuring experts in various fields of sustainability.

- **The THRIVE Platform:** This is a framework that allows anyone, from government organisations to individuals interested in tracking their impact, to find out what action they can take to pursue sustainability.

Our logo (seen above) is based on a Ciambella chart.
This is a chart that tracks how sustainably individuals, enterprises and countries perform based on a range of factors (such as the United Nations Sustainable Development Goals). The idea behind this is that there are two boundaries:

- **The Social Floor:** The minimum amount that people need to live acceptable lives.
- **The Environmental Ceiling:** The maximum amount of resources that can be consumed before damage occurs to ecosystems.

Between this is the acceptable area of consumption. By measuring these limits, we can learn to meet our needs while reducing our impacts on the planet. In this way, everyone can live in harmony with the planet.

THRIVE's Values:

Who THRIVE is, shapes how we promote our roles.
Hence, this is a list of qualities we aim to embody in all our communications. Whenever you write a recruitment post, keep these points in mind. THRIVE is:

Knowledgeable: Our words are *driven by scientific truth*.
We are more than an advocacy group; evidence guides what we say.

Accessible: We want to speak to people on their level.
Don't use scientific language just because you can. We want everyone to understand what we are saying, and *empower them to act*.

Hopeful: We believe that people want to make a thrivable future, we just need to show them how.

People-driven: We are run by volunteers with a passion for making a better future where all lifeforms live in harmony.

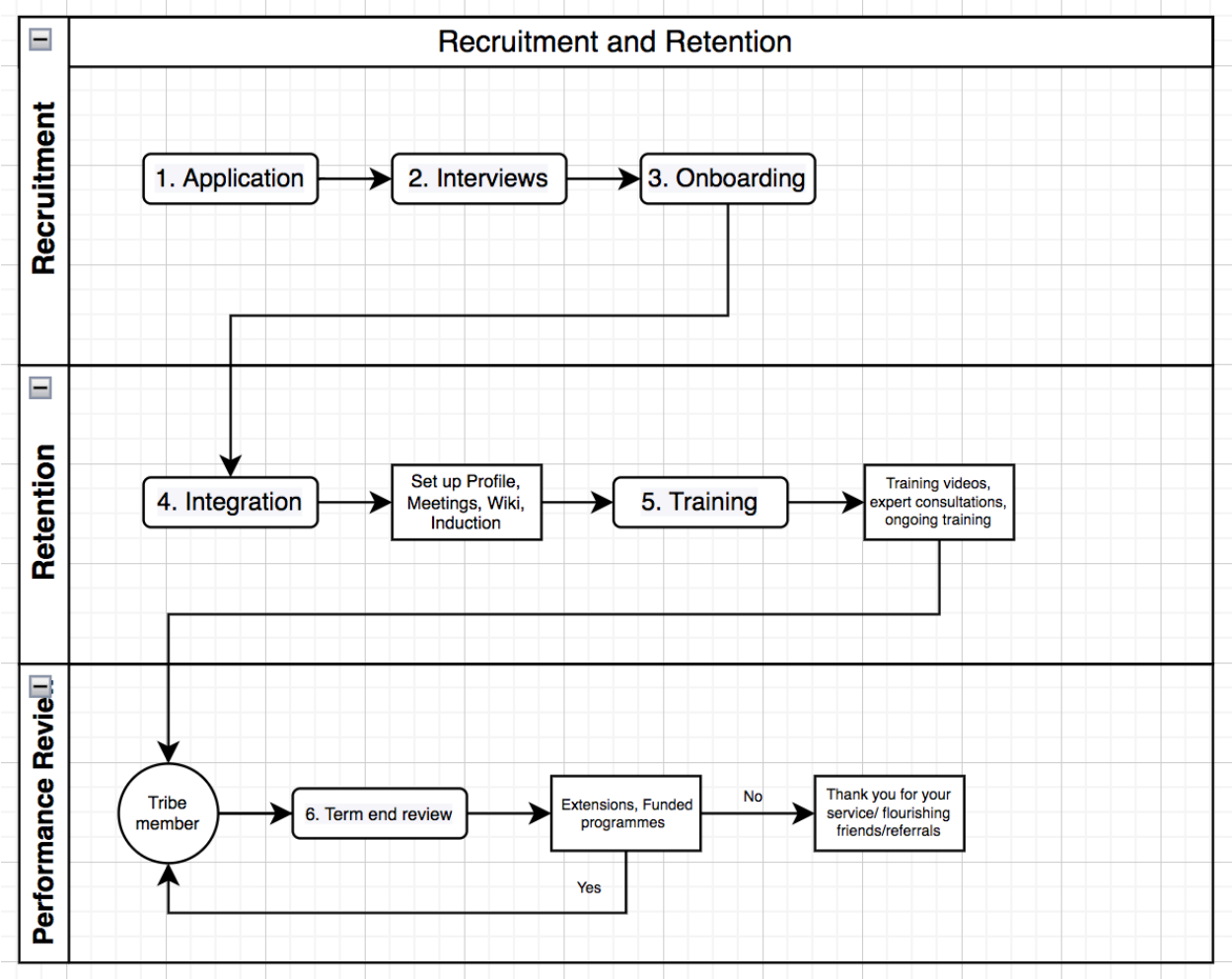
Together as one: Alone, we can do little.
But together, we can make a world of difference.

Changemakers: Sustainability is preserving how things are.
We believe in ***thrivability***, where we all *change how we act* for a better future.

Empowering: The best time to make a change was 20 years ago. The second-best time is now. Let us give everyone *the tools* they need to take action!

About Recruitment:

THRIVE's Recruitment Process:



Why Recruit?

Welcome to the THRIVE Recruitment Guide.

We depend on volunteers to create a thrivable future for all. To this end, this guide aims to help you attract potential Thrivers and show them that placing their efforts in us is worth their time.

THRIVE relies on a collaborative flat hierarchy, where volunteers are responsible for **working together to create their own projects.** Therefore, we need to find self-starters who are passionate about sustainability.

Where do we start?

Recruitment is about attracting sustainability-minded people to consider working with THRIVE.

How we portray ourselves has a huge effect on whether people will want to work for us. We need to show people that we meaningfully benefit others, and that helping us will make a difference.

How do we recruit?

One way THRIVE promotes its volunteer roles is through **LinkedIn**.

Free accounts can only promote 1 job advertisement at a time, so we ask Thrivers to help with this task. The posts usually **expire** after around 21 days and may be automatically **paused** by LinkedIn if the job posting reaches the maximum number of applicants or views.

A team assistant should alert you when your role is about to expire, so you can repost it.

A team assistant will typically ask you to post a role - assigned roles can be seen in the VR - Volunteer Role Posting Calendar here.

This is an ongoing task, but one that's important to the future of THRIVE. However, if you follow this guide, it should be simple enough to keep track.

Who do we look for?

We seek people from all walks of life. Especially those who are passionate about sustainability and good at what they do.

To reach them, we need to promote our roles in places where skilled and passionate people are. LinkedIn is one example (and the main focus of this recruiting section), though you may promote on other job recruitment sites. For instance, do you know any sites with lots of researchers? You could promote a researcher role there…

Some of the platforms we promote on:

- LinkedIn
- SEEK Australia
- Remotehub
- Idealist
- Indeed

Some of the people we seek include:

- Researchers
- Copywriters / Writers (web and social media)
- Web Designers and Search Engine Optimisation Specialists
- Graphic Designers
- Motion Graphics Designers / Animators
- Social Media Content Creators
- Event Coordinators
- Audiovisual Technicians
- …among others.

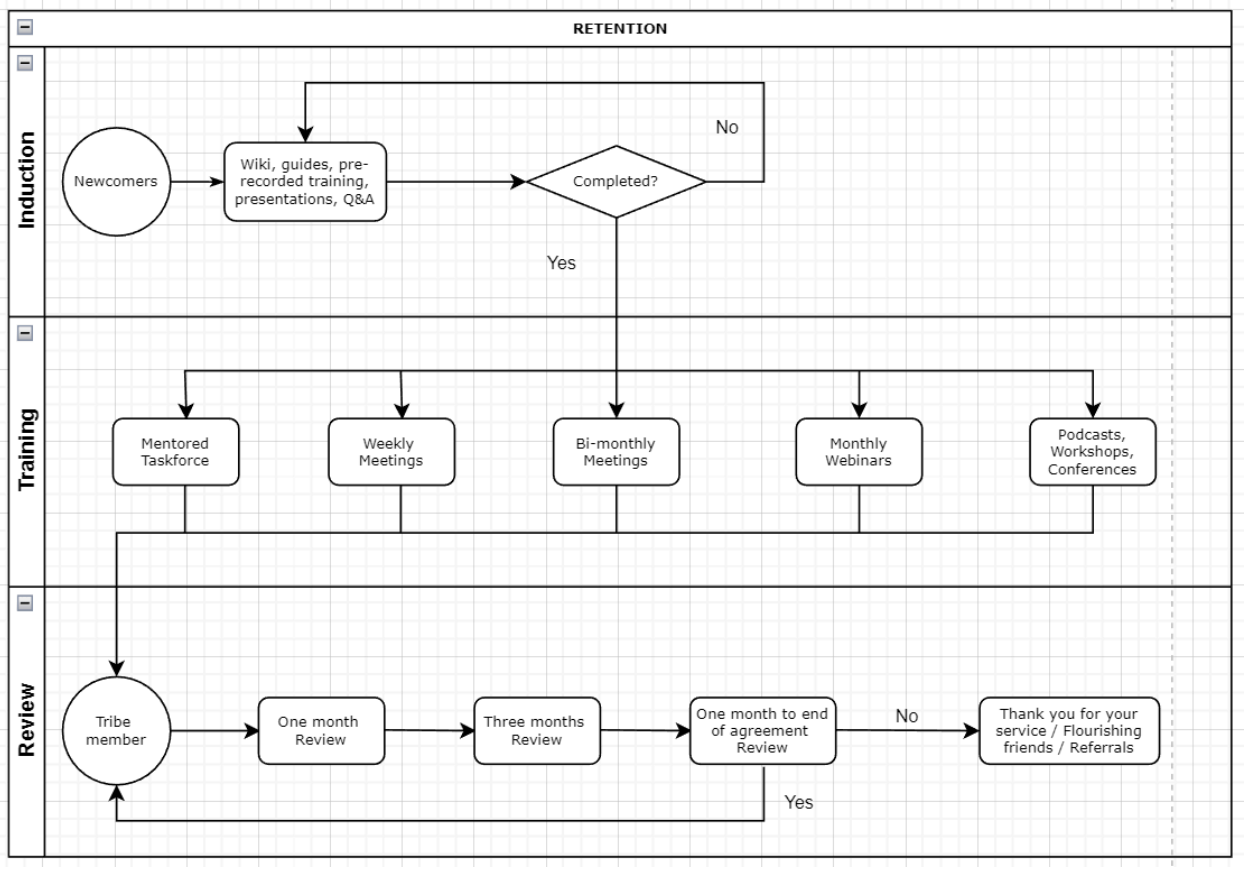
When creating positions, think about more than just immediate needs. People may be able to help indirectly, such as through programming or coordination skills. Additionally, some people may wish to do something related to their careers as a diversion from their main roles.

How to Recruit for Volunteer Roles

There are two methods to recruit people for volunteer roles (which we shorten to VR):

1. Create a job listing in LinkedIn or another job posting site.
2. Create a social media post on our social media platforms.

Instructions for both, and job templates can be found in the Volunteer Role (VR) Posting Guide.



Requesting talent

We often look to bring on a large number of people - however, we are not aware of all the roles that teams need. If you need a particular person (such as writers, editors, graphic designers, or others), please let your channel's team leader (or the channel itself) know.

Team leaders will then look to:

1. Fill the role internally with an existing THRIVER. This is the best option, as it can fill the role quickly.

2. If the role cannot be filled internally, they will inform the #recruitment channel and arrange for an external VR post to be created. External roles may take up to a month to fill.

How to write a recruiting post

Recruitment posts are often the first things that potential volunteers will see: They need to show people who we are, and the kind of people that fit in the role.

Well-written posts make screening volunteers easier, as people who see these posts will use them to see if they fit in the role or not.

Therefore, these must show:

- **Who THRIVE is:** Don't assume that people know who THRIVE is and what they stand for. *Assume they know nothing.*
  To this end, we need to communicate our mission, and how we aim to create a thrivable future where all lifeforms live in harmony.
- **Skills needed for the role:** People need to know what skills they must have to work well in the role, or else you may be overwhelmed with those without the right skills.
  These include skills with programs, tools, processes, and soft (transferrable) skills such as teamwork or time management.
- **What someone in the role needs to do:** What tasks does someone in this role need to do? Who will they work with?
- **Time commitments:** How long will you need people for? How many hours should they commit to every week?
- **What will volunteers get out of doing this:** These may be tangible benefits such as paid work experiences and credits to degree placements, or intrinsic rewards such as the chance to work in a team and make a better future.

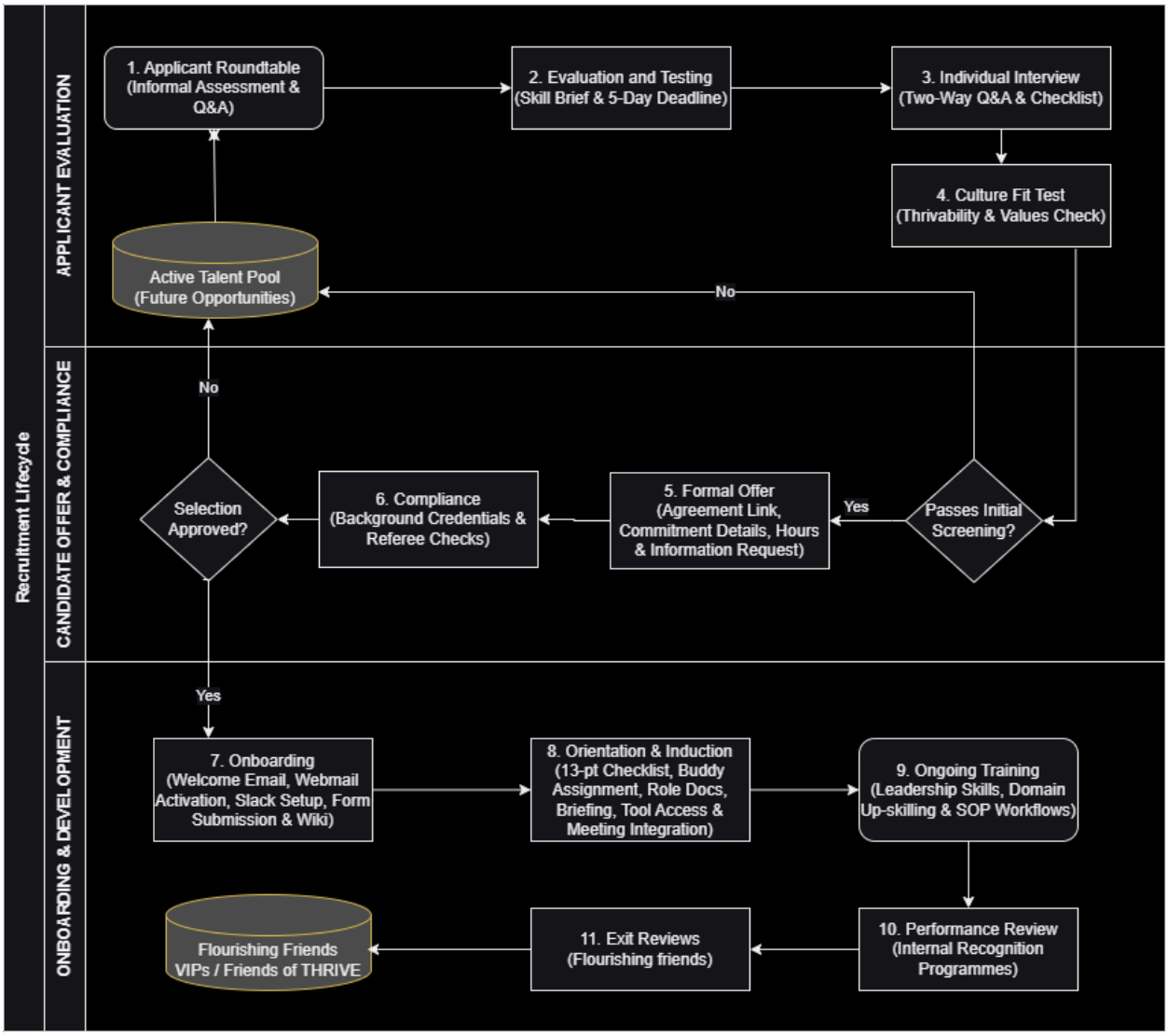
How to post a recruitment post

Follow the instructions in the Volunteer Role (VR) Posting Guidelines, here.

If posting for an existing role, enter the job description from this folder here, then copy and paste it. Make sure not to select any red text (these are old versions of the posts).

For new roles, create it by making a copy of the using [the VR post template here.]

Recruitment Process



In this section, we discuss the recruitment process, and how it can ensure that new applicants feel comfortable with THRIVE, and ready to commit their efforts to us.

Applications

Applicants will fill the form at https://thrivabilitymatters.org/volunteer/apply/. Details about each applicant are sent to the new-applicant@strive2thrive.earth email address and (private) #recruitment Slack Channel - please check over this to find applicant resumes, cover letters, and other information.

Applicants will automatically be given a link to the (Applicant) Candidate Roundtable.

Once you've found some suitable people, you'll need to interview them to sort the wheat from the chaff - and know who will work best at THRIVE. Here, we discuss how to run interviews, and how to test people with sample tasks (also known as briefs).

Candidate Roundtables and Interviews

Running a Candidate Roundtable

We run group interviews for positions every week (though this may be changed depending on how many applicants apply). These are group interviews with all suitable applicants that have applied during the time period.

The interview consists of 3 different parts:

1. Introduction to THRIVE
2. Group discussion
3. Q&A

Overview

The roundtable process should run for 90 minutes.

These interviews take place over Zoom. Gather suitable people for each role, and email them details about when and where the interview will occur, and anything they need to bring to the interview.

To allow for all interviewees to arrive promptly, set up the interview times in advance, and be in the interview room 5 minutes before the agreed upon time (or earlier if you need time to set anything up).

General Guidelines : Group Interview:

1) Always introduce the panel, clearly assigning roles such as session leader, observer, and

Q&A responder.Instead of remaining anonymous during group interviews, all attendees from Thrive team should briefly introduce himself or be introduced by the host which should include the attendees role to reduce ambiguity and promote transparency.

2) Encourage each candidate/applicant to ask atleast one question, this will be possible once we have timed the discussions not only for the participants but also the interviewer.

3) Briefly describe the team culture and the top three priorities for the Thrive project in the next 6–12 months.

4) Share the structure of the interview at the beginning of the discussions

5) Note adherence to the time limit as a qualifying criterion, since many candidates exceed it. For example, this interview section may be timed, and exceeding the limit could lead to a lower score. Even if we choose not to enforce it, maintaining discipline in interviews is essential.

6) Stop 5 mins before the end time to give the candidates/applicants an opportunity to ask questions.

General Guidelines : Personal Interview:

1) Note adherence to the time limit as a qualifying criterion, since many candidates exceed it. For example, this interview section may be timed, and exceeding the limit could lead to a lower score. *Even if we choose not to enforce it, maintaining discipline in interviews is essential. We can ask the introduction to be not more than 2-4 mins*

2) We can try to make it conversational, evaluate more from behavioural, experience and role fitment perspective.

3) Stop 5 mins before the end time to give the candidate an opportunity to ask question**s.**

Part 1: Introduction to Thrive

At the start of the session, ask all the interviewees to introduce themselves within 20 seconds. Indicate that this introduction should include their name, the role they applied for, what location they are based, and why they want to join THRIVE.

Then the interviewer presents the “Introduction to THRIVE” presentation. This will include ‘what is THRIVE’, what they can expect from us, and what THRIVE would expect of them.

Here is the Introduction to THRIVE presentation:
https://thriveprojectgroup.slack.com/files/U01BWQSFFHN/F07H270EWGJ/thrive_group_interview_presentation_v7d.pptx

Part 2: Group Discussion

After presenting the introduction to THRIVE, the interviewer will give each interviewee 30 seconds each to answer the question: **"What are the sustainability challenges faced in your location?"**. State that this location could be their neighbourhood, city, country or mother country.

Once everyone has answered, the interviewer will invite anyone to answer the next question, which is: **"What can you do to foster more sustainable development in your chosen area?"**. Their answer could be in response to the issue that they mentioned earlier or to another interviewees response.

When the discussion has ended, wrap up the different issues and solutions that were mentioned and link them back to THRIVE (and how THRIVE can help with these issues).

Part 3: Q&A

After the discussion, ask interviewees if they have any questions about their role or the organisation. This discussion should last at least 10-15 mins.

In order to know who is still interested in working with THRIVE, ask them to put their hand up if they are excited to work with THRIVE and take a screenshot.

Finally, conclude by discussing the next steps after the interview.
This includes:

- Receiving a formal letter or encouraging those who are not successful to reapply in the next round.
- Depending on one's role, they may be asked to provide samples of their work or an individual interview.
- Encouraging other forms of involvement with THRIVE. This could involve participating in our webinars, listening to our podcasts, and following our social media to keep updated.
- Thanking them for their time and encouraging them to keep on thriving!

What to look for in the interviewees

- **Education/Training:** The candidate has the educational qualifications and/or necessary training for the position.

- **Work Experience**: The candidate has previous work experience with skills or expertise that prepares them to succeed in the position (this and the above depends on the role - look at this link to our LinkedIn job postings if you need guidance on what to look for)
- **Verbal Communication:** The candidates' communication skills were strong and clear.
- **Candidate Enthusiasm:** The candidate showed interest in the position and the company, asking insightful questions.
- **Understanding of, and Interest in Thrivability:** The candidate shows interest in thrivability, and understands what it means beyond a generic idea of saving the environment.

Evaluation and Testing

In addition to the interview, we also use the following to determine suitability for the role:

1. **Evaluation Briefs** - sent before the individual interviews.
2. **The results of the Culture Fit Test** - sent after individual interviews.

Evaluation briefs are small tasks sent to applicants to determine if they have the skills needed to complete the role.

The Culture Fit Test is used to determine how closely they align with what we seek from volunteers, determining their willingness to engage with THRIVE, show initiative, and apply themselves to the cause of advancing thrivability.

To effectively gauge their suitability, make sure you are familiar with:

Job Descriptions (requirements for each role):
https://drive.google.com/drive/folders/1HEcE89AAvgM_qkH9BJcKpFfwP3Naam5x?usp=sharing

What are Evaluation Briefs?

Briefs consist of a document listing the steps needed to complete the task, including where to save working files and final outcomes, what to name them, what programs to use (if needed), and what the final outcome should look like.

These contain specific instructions which test:

- Their ability to complete the tasks required for the role.
- Their ability to follow instructions.
- Their understanding of thrivability and how they communicate (through a short video)

These help us make decisions on which candidates to advance further in the application process.

How to send Evaluation Briefs:

To send a brief, send an email from **brief@strive2thrive.earth** with the relevant .zip file (named after their role) from the THRIVE Evaluation Brief Folder and ask them to complete the task within using this template: Email Template: THRIVE Evaluation Briefs.

Send the one that matches their role as closely as possible, or a similar role if a brief does not exist. *For instance, Copywriters should get the [CW] THRIVE-Copywriter-Evaluation Brief folder.*

All materials needed to complete the brief are within the folder.
Give them a deadline several days ahead of when you email the brief to them (typically 5 days).

These tests are designed to check skills in a range of tasks related to the role.
The tests check for a wide range of skills.
Therefore, applicants may not be able to complete every part of the test.
If they fail to complete (or do poorly in) one or more parts of the test, it means their skills lie within one area over another (for example, if they can't do motion graphics but do a great job in video editing, that's where their strengths lie).

This does not mean they should be rejected. If not all tasks are finished, evaluate them on what they can do well. When evaluating their skills, look at:

1. If they follow *all* the instructions. This includes whether they follow filename conventions.
    - If they fail to name the files correctly, but do everything else, this doesn't mean they should be rejected, but it means they may struggle with details.
2. The tasks they have performed well in, and if they match what THRIVE needs.
3. How long they took to complete the tasks.

If they can do the work to THRIVE's standards, and / or are willing to learn how to do this, they are more likely to be good candidates.

How to create new Evaluation Briefs:

Information on how to create new evaluation briefs can be found in the Evaluation Brief Template document here.

Onboarding

Found the perfect volunteers? That's a good start.

Now you need to get them comfortable with the way THRIVE works. To do this, we'll need to onboard and train them. But how?

THRIVE relies on a flat hierarchy, where volunteers are responsible for enacting their own projects. Therefore, we need to create a culture where people are free, and feel free to gather people and work on projects without judgement.

While this is great for allowing anyone to express their ideas, many may come from organisations with hierarchies (where higher-ups must be obeyed or else). How can we get them comfortable and feel like they can contribute?

Orientation: Getting Them On Board

New THRIVERS will initially be placed in a small number of channels, until they complete the orientation process shown in this 13-point orientation checklist here.

Those who complete it show that they are willing to engage with THRIVE (mainly through engaging in discussions and completing tasks).
Note that if they fail to do so within 3 months of joining, they will be removed from Slack and unable to contribute.

How to Get Started:

The first thing you need to do is send each new applicant a welcome email. This can be found here: Welcome Email Template.

From this, we need to get them acquainted with how THRIVE works, and how they can work with us to make a thrivable future for all. If they understand how what they do matters, it can power them through even the most menial of tasks. Some ways you can achieve this include:

Have veterans guide new volunteers:

For each new volunteer we bring on, have someone from the same role offer guidance and support. Give them some tasks they can do, even simple ones. Be their buddy.

Meet with new volunteers:

Set a time to meet with new volunteers. This often occurs in regular Induction sessions through the #induction Slack channel, though further meetings can be valuable if needed.

You may meet them one-on-one, or with a group.

To run an orientation / induction session well:

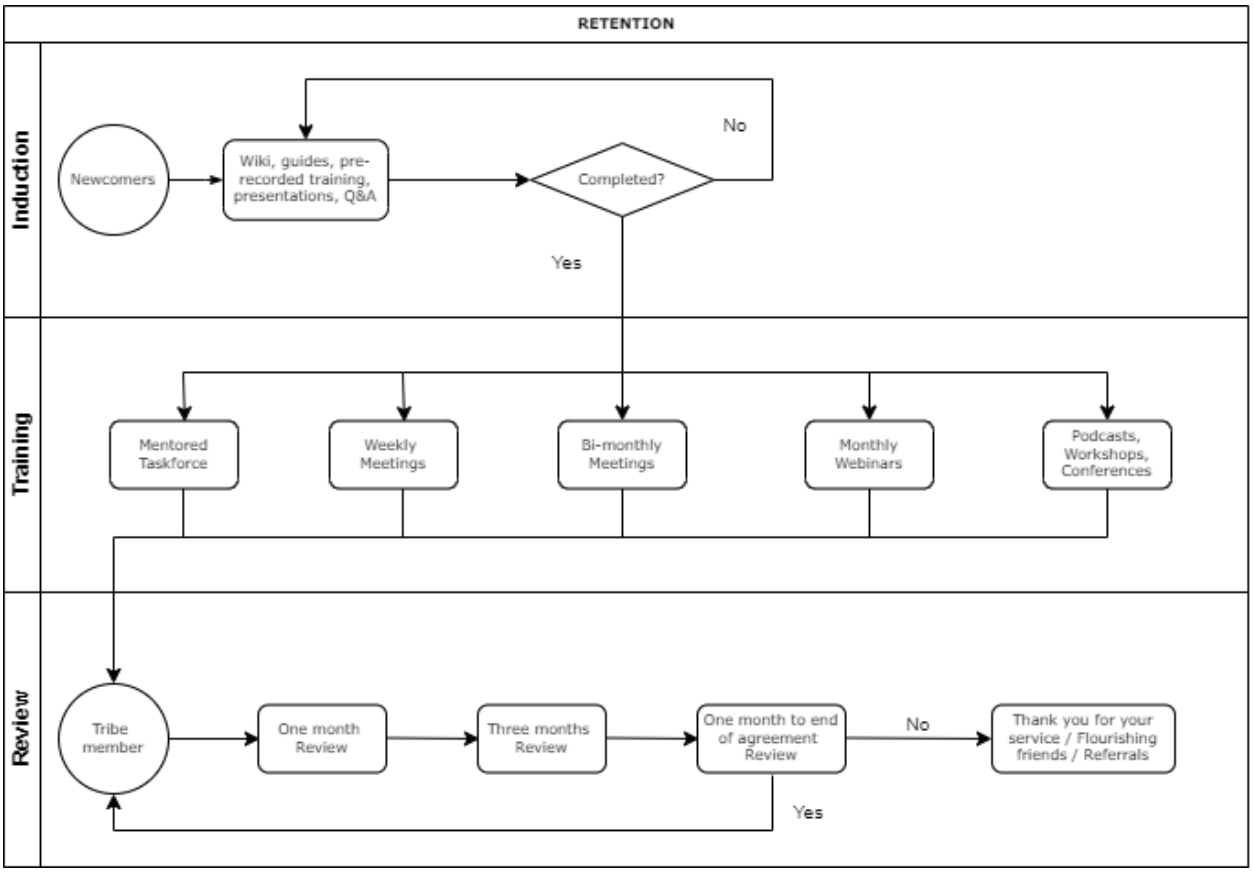
- **Be flexible:** Allow people to pick from several dates and times for a short meeting.
- **Provide written information about their role:** Give each volunteer relevant documentation for their role. You can find this in the wiki here: https://wiki3.strive2thrive.earth/forms.html
    - Give them links to 3-5 documents relevant to their role, for instance a multimedia designer would need:
        - Multimedia Production Calendar
        - Branding Guidelines
        - Video Creation Guidelines
        - THRIVE Logos
    - Search for their links in the above web page.
    - Download the documents, and send them to the new THRIVER through Slack, asking them to look over the documents you provided.
    - Tell them to ask you for help if needed.
- **Ask each member to introduce themselves to others in the meeting:** This allows everyone to understand each other's role, and get them comfortable with communicating with THRIVERS.
- **Tell them who we are:** Show them what THRIVE is, and who we stand for. You can find this in our website's about section, and pg. 3-4 of the Branding Guidelines.
    - For Inductions, we typically use a slideshow presentation to explain processes - the most recent version of this presentation can be found here.
- **Show them how they can contribute based on their role:** Explain their roles within THRIVE - incluse what they are, and what they should do within THRIVE.
    - Give them a set of short-term goals based on their role to get them started.
    - Point them to current projects related to their fields.
    - Note that everyone can contribute differently, show them how.
- **Give them the tools they need to succeed:** Each role needs access to different materials, and occasionally programs. Provide access to what they need based on their role's guidelines (in the THRIVE Wiki), and guide them to those with similar roles.
    - If there is time, explain relevant processes, or tell them to send a message to someone that can explain processes.
- **Show them our THRIVE Slack (in this link):** Encourage them to join relevant Slack channels, depending on where their role falls within our groups: Content, Research, Marketing, Development and Support. Information about them can be found here: https://wiki3.strive2thrive.earth/teams.html
- **Ensure that public events are broadcasted in the #events channel:** This will give the opportunity for new members to attend those meetings. It is also important to note that members should indicate if they will be attending or not via the RSVP option. This would

also help the host of the event with managing engagement, such as using presentation slides, recordings etc.

- **Give them their first tasks** (such as attending meetings related to their field or supporting another THRIVE Tribe member). This gives them the chance to be useful and feel valued as a part of THRIVE.
    - Ask them to:
        - Attend all meetings in the #events Slack channel, to become familiar with the teams at THRIVE.
        - Follow the steps in the 13-point Orientation Checklist here.
        - Give them at least one additional task.
            - You may find a list of tasks to give new THRIVERS in the Starter Tasks document here.
- **Give them a chance to ask questions:** At the end, leave aside some time for volunteers to ask questions. Ask them if they have any questions. If you cannot answer them, direct them to someone (or a team) who can.

Retention

We need to know our volunteers, what they are driven by and what they seek from volunteering at THRIVE. By meeting these needs, we can ensure happy and hardworking volunteers.



Supporting and guiding our volunteers

Just because volunteers don't get paid, it doesn't mean they don't work.

Volunteers, like paid workers, need to be managed so they know what they need to do.
This doesn't mean you need to instruct them on every aspect of the work, you just need to guide them when needed.

Even the best volunteers need support. Without it, they are likely to burn out and not contribute.
To this end, there are several ways we can help each other.

Give each other guidance and support: Slack Channels

Supporting each other can empower everyone to get things done. By keeping each other in check, we can propel them to contribute, and help them feel like they are helping us make a thrivable future.

To do this, (and make sure we get things done) we need to communicate with each other regularly. We use Slack channels for each role in our team. More senior members should aim to guide junior members when they can (if they need it), but don't do everything for them.

Instead, aim to:

- Guide new volunteers on how they can contribute.
- Set clear and appropriate expectations
- Provide the resources they need to work well, including documentation and files.
- Communicate with them and check to see how things are going.
- Guide them on how to do better (but politely).
- Praise their efforts, especially when they do well.

Most importantly, help other volunteers have confidence in themselves and feel satisfied with how much they are contributing. If they need more work, assign them tasks based on their skills or ask others if they know any work that needs to be done.

Alternatively, if your section has planned tasks which are not being done, get them to do those. Let them know that you can lend help if needed (or if you can't, direct them to someone that can).

In addition, another slack channel that could be used for help is the #it-support channel. This channel is aimed at solving IT related issues that require the IT team to help with. This message should contain what they are trying to access and to what level.

The #help-wanted channel is used when someone requires help with a task. This task could be editing, graphics, searching, translating, looking for a buddy / mentor, etc.

Team building

Team building is an essential goal at THRIVE as a part of our greater mission to build a global collective and collaborative team that addresses our pressing challenges. This is facilitated by Team Assistants and Team Builders.

The purpose of the team building program is to ensure that concerns are being addressed and support is given to all members on an ongoing basis.

These messages would include:

- Introducing the purpose of team building
- Asking if they have any concerns with their experience working here at THRIVE.
- Offering support

The purpose of these conversations is to engage in an organic and friendly chat. Therefore, the messages used to reach out to the members may look different for different members and roles. Once these responses have been collected, record them in the AR Subset. Then report back the concerns to the #team-builders channel so that they may be addressed.

The team building team should also reach out to newcomers to ensure that they are smoothly integrated into the team.
This would include:

- **"Meet and greets" in the #general channel**: These messages should make newcomers feel welcomed and be encouraged to RSVP and attend as many meetings as they can, in order to meet the team and get started on their tasks.
- **Invite them into the relevant channels.**
- **Reaching out to them to ensure that they are familiar with the THRIVE resources on the wiki**: These resources could include sharing links with them of past meets, documents and guidelines. The team building team can also help them connect with other members to help solve their concerns.
- **Checking on their progress:** This would include asking them what they are currently working on and if they have any issues. This will give an indication if they are in need of more tasks or require support.

As a part of the team building team, your responsibilities also include:

- Ensuring that all thrivers join the newsletter and follow us on social media (LinkedIn, Twitter, Facebook, Instagram, YouTube and Reddit).
  Details can be seen in this document.
- Ensuring that activity reports are being completed each week.
- Being aware of any up and coming changes to their general schedule, leave, or pending notice.
- Ensuring that when thrivers goes on leave, there is another person in place during this time.
- Making sure that there are two thrivers for every functional area.
- Recognising when there is a shortage of resource or talent. Can it be resolved by someone in a different team or through hiring new talent?

Avoiding Burnout

Managing burnout is important to make sure volunteers are willing to help, now and in the future.

This is particularly important as most of the work tends to be done by a small core of volunteers. If they burn out and leave THRIVE, they may discourage others from joining.

Some symptoms of burnout may include:

- Anger and hostility.
- Loss of energy.
- Loss of creativity.
- Loss of satisfaction and purpose.
- They seem unhappy for a long period of time.

If you find this ever happening, you should (politely) ask them if there is anything wrong. Don't push them into answering if they are not prepared to do so. Instead, reassure them that if they ever need help, you will listen.

The best way to stop burnout is to treat volunteers with respect and show them how they are valuable to THRIVE. *Do not assume that anyone will always be available to work.*

Creating a safe and supportive culture

To do this, we all need to make sure THRIVE is a place where people feel supported and encouraged to work.

Some factors which can help with this include:

- Having available training and ongoing educational opportunities.
- Knowing what to do, and having tasks to work towards.
- Having the space and resources to discuss aspects and get things done.
- Being and feeling respected.
- Being supported when things go wrong and being able to resolve issues that prevent work being done.
- Being recognized for work done.

Showing appreciation to volunteers

Recognising volunteer efforts are important to make sure they feel like they are doing something meaningful for THRIVE.

One of the best ways to do this is to frequently give others support and praise.
You can do this by:

- **Highlighting the good they have actually done:** Be personal and honest. If it seems rehearsed, it won't work.
- **Cater recognition and rewards (these don't need to be expensive) to people's needs:** One way we do this is through tree planting certificates. Anything that recognises their efforts can work- given we are all drawn together by sustainability, base your recognition on this.
- **If you give any recognition, give them shortly after they contributed.**
- **A few smaller rewards/recognitions are better than one big one.**
- **When doing this, explain what they've done to deserve it:** Show them why they are being recognised, and what criteria are used to do so (for example, what have they done for THRIVE?)

There are few ways that you can use to recognise volunteer efforts, including:

- **Annual events:** These can include receptions, get-togethers, dinners, award ceremonies and other online or in-person events.
- **Media coverage**: These spread the word about what we do. We often use social media for these efforts. You can learn more about THRIVE's social media in this document.
- **Gifts:** Giving t-shirts, coffee mugs, and other items displaying your organisation's logo helps encourage a feeling of belonging. We give tree-planting certificates, though anything that ties into sustainability is a good option.
- **Special celebrations**: You can create celebrations to recognize birthdays, special milestones, and holidays. These can be as simple as a get-together, though for major milestones (such as years of service) you should hold a bigger event.

Activity Report

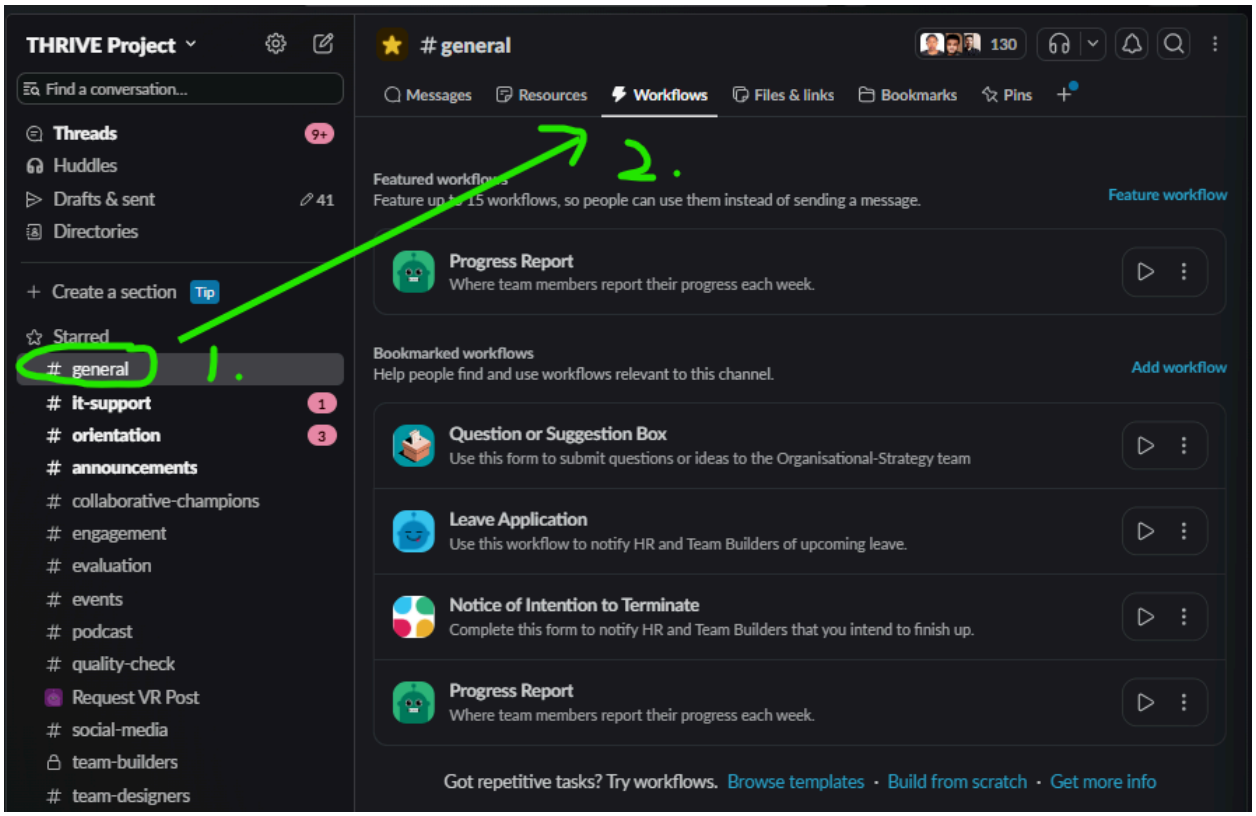
Every week, we keep track of what you do for THRIVE. This helps us understand what everyone is working on, and allows you to discuss any issues.

To this end, we recommend you write down what you have done during the week, and how long it has taken.

To fill this:

1. Go to the #general Slack Channel, then click the Workflows tab near the top of the Slack window.

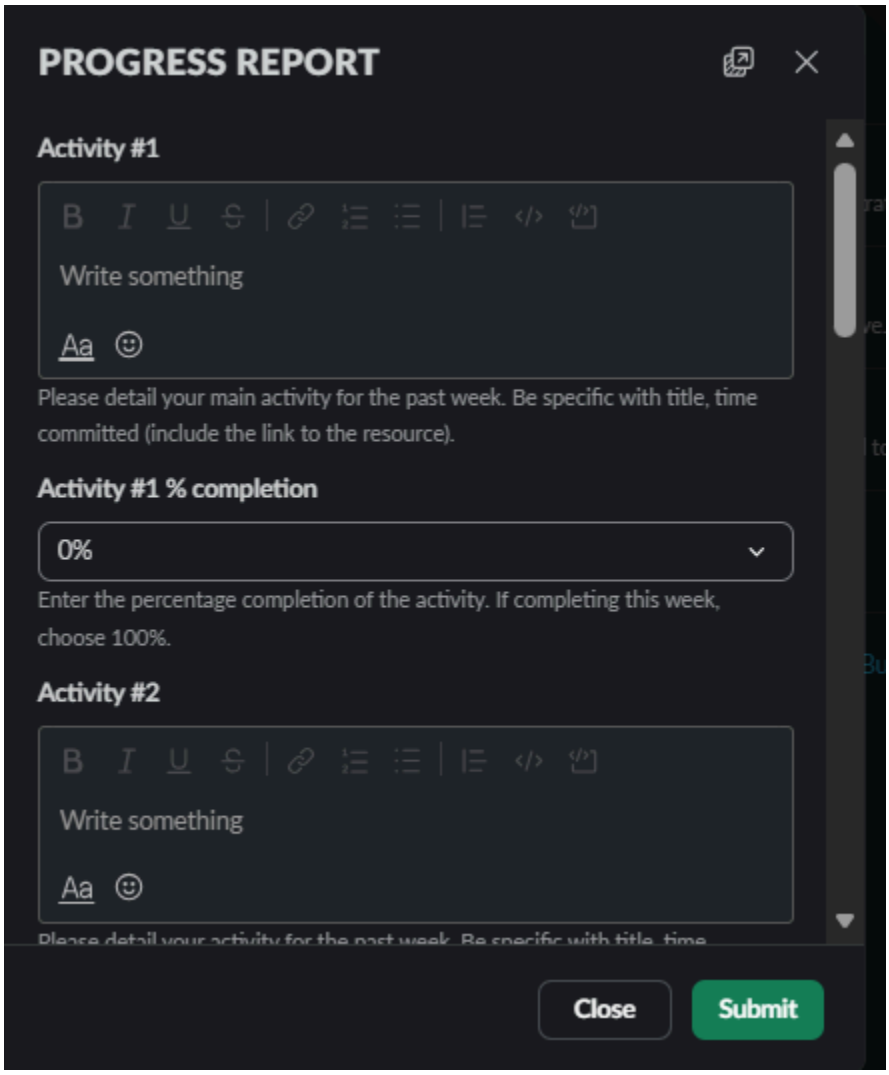
   Click “Progress Report” in the menu that appears - see below.



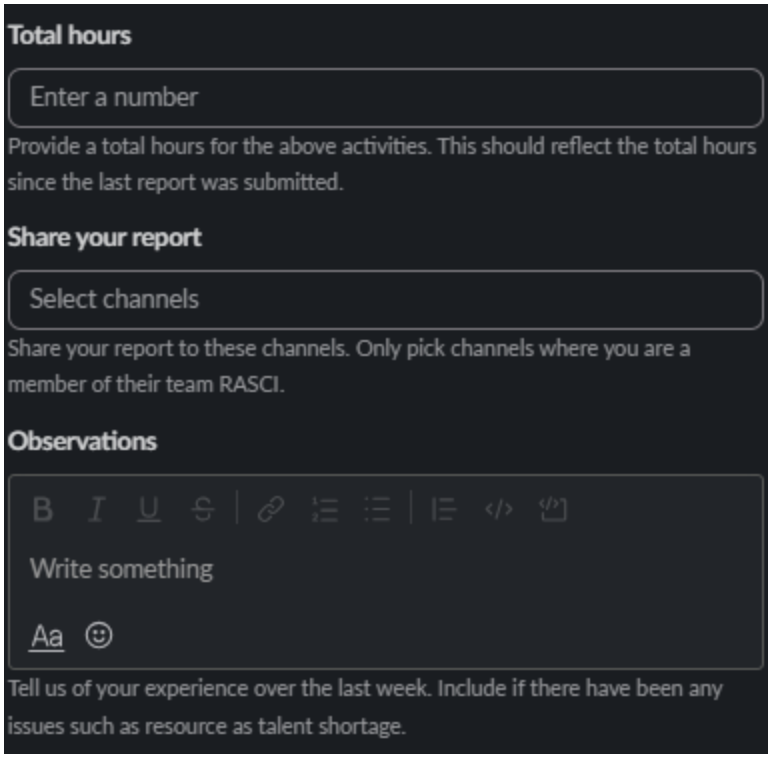
2. The following popup should appear. Fill this with details about the activities you have completed.

   This activity form can accept up to 5 activities and 3 planned activities. If there are any more activities, just place the ones which took the most time.

NOTE: If this form fails to appear, please send a message to the #it-support Slack channel, with as much detail as possible on the issue, what device and browser / app you used to access this, and where you tried to access the report.



3. Add the total number of hours you spent completing activities for THRIVE, and write any observations, issues, or even positive events that have occurred.
4. Pick the main channel where you contribute efforts to, to share your progress with the team. This helps others in the team know what tasks are done.

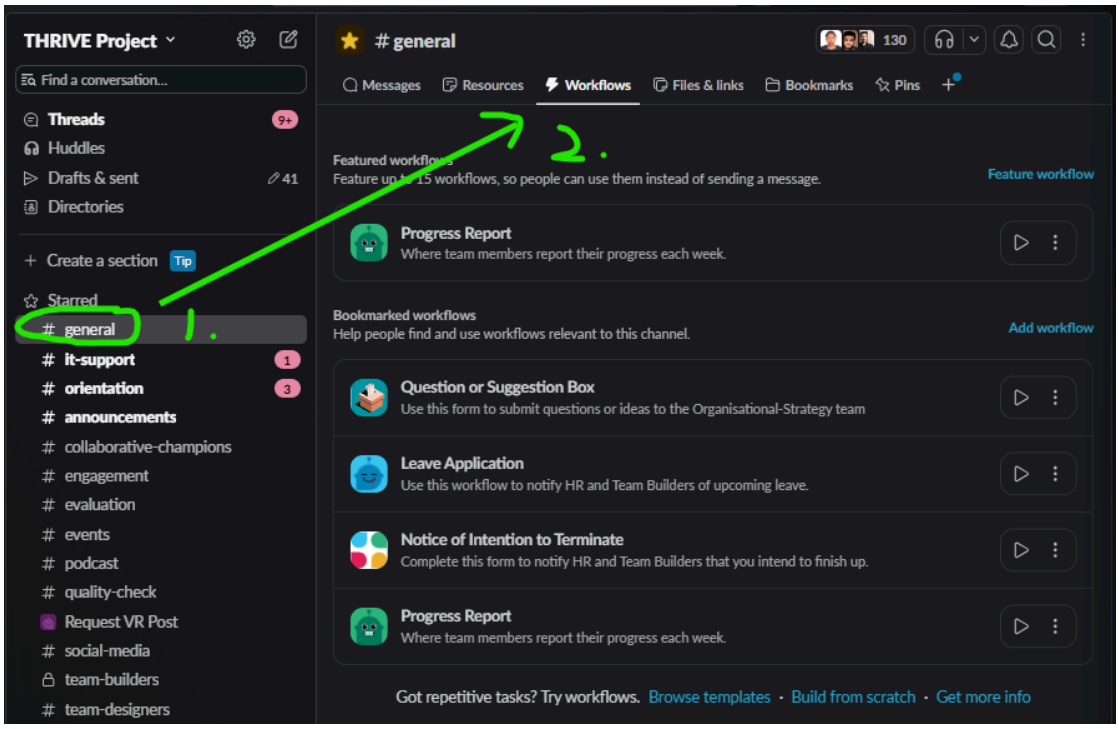


5. Once you filled out the form, click “Submit”.

Leave and Resignation Requests

Applying for Leave and Resignation

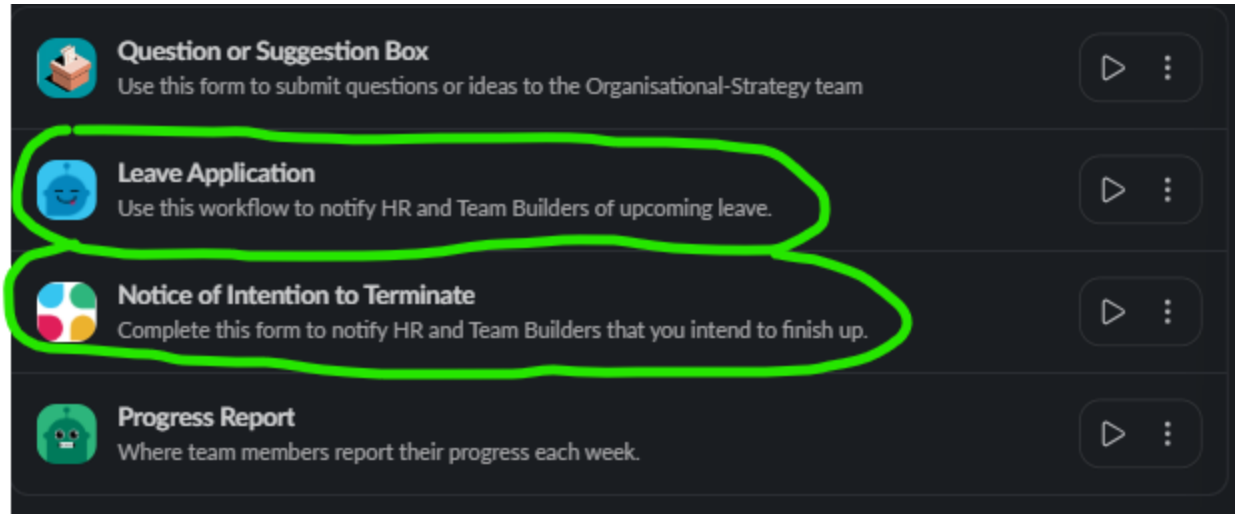
To request **Leave** or **Resignation**, go to the #general Slack Channel, then click the Workflows tab near the top of the Slack window.



For leave requests, click the “Leave Application” button.

For resignations, click the “Notice of Intention to Terminate” button.

- NOTE: Handovers must be completed and all relevant documentation must be updated before resignation becomes effective following 30 days notice. Instructions on how to perform a handover are in the Task Handovers section below.



For both of these, fill in the form that appears.

Prior to Submitting a Leave Request: Task Handovers

Before asking for leave (or to resign), you must organise a task handover - ***aim to do this 1 month in advance*** *(or 6 - 8 weeks in advance for leave of more than 14 days).*

To do this:

1. Discuss the tasks with someone (or multiple people) who can take over the tasks.
2. Meet with them and teach them how to do the tasks. You may need multiple sessions, as you must make sure they can complete the tasks without your help.

Once done, please inform a team assistant, and ask them to keep an eye on the people taking over the tasks. See the Task Handovers section for further details.

Submitting a Leave Request

Leave requests of *14 days or less* should be submitted **at least two weeks in advance** of the leave start date, where possible.

Leave of *more than 14 days* must be requested by emailing hr@strive2thrive.earth **at least 30 days in advance.**

Once you hand, inform the HR coordinator of your plans for leave, including:

- Why you seek leave.
- What day you plan to start leave.

- What day you plan to return.
- Any tasks that you are doing.
- Which of those tasks have been handed over to others, and who they have been handed over to.

You can find the HR Coordinator in the #assistants Slack channel.
You may also ask a Team Assistant in the #assistants channel to connect you to them, and / or help you with the process.

Leave of 14 days or less

Leave for **14 days or less** can be approved by the HR Coordinator.
Speak to them directly, or you may speak to a Team Assistant, and they will help you facilitate communications with them as needed.

Please note that leave is not approved until you are informed that it is.

- For sick leave and emergencies, please email hr@strive2thrive.earth ASAP.

Leave can only be **approved** if handover has been completed.

Leave of more than 14 days

Leave for **more than 14 days** can only be approved by HR. Send an email to hr@strive2thrive.earth explaining why you seek leave, and what you have done for your task handover - including the tasks handed over and who will work on them.

Leave can only be **approved** if handover has been completed.

Task Handovers

Handovers are crucial to maintaining the quality of our operations, as they are how we transfer knowledge to new THRIVERS.

To perform a handover, it is crucial to guide new THRIVERS in performing the task. Meet with them at least once to discuss processes and information.
Team Builders are crucial to this end - to perform a handover, do the following:

☐ **Contact a team builder (TB) or team assistant (TA).**

- A team builder may approach you first.
- If you don't know any team builders or team assistants, ask who to contact regarding handovers in #assistants channel.
- If you are performing a handover due to leave or resignation:
  A teambuilder will confirm the details you filled out in your leave/resignation notice: leave request date, leave start date, leave end date and duration of leave.

☐ **Provide the following details of your handover to the team builder.**

☐ List of tasks to be handed over.
  - Including tasks to be completed before or after leave (tasks that don't require handover).

☐ Guides, processes or other information needed to perform the tasks.
  - If no handover is required, then the TB/TA may provide further guidance or directly approve if leave is 14 days or less.

☐ Identify who is the new thriver(s) taking on the tasks for the duration of the leave (or permanently in case of resignation).
  - If you don't have a replacement in mind, ask your team member(s) if they're able to take over.
  - You can ask TB/TAs to help you if you're struggling to find people to take over your tasks.

☐ Create a training plan (for a month minimum) for the new THRIVER(S) (if they haven't done the task before) to ensure their competency.
  - The training plan doesn't have to be extensive and only requires basic details of what tasks the thriver will learn how to do, what knowledge they need to learn and by when (a projected date).
  - Aim to **meet with new THRIVER(S) at least once** to teach them processes directly, and answer any questions they may have.
  - If you are **resigning**, the training plan should be more thorough - include **all information**, even if you think it is obvious (it may not be obvious to them).

- ☐ Give links to resources and access credentials to new thriver(s).
    - Tell new THRIVER(S) to request access in #it-support. If necessary, write their request for them, and ask them to post.
    - Endorse access requests in #it-support.
    - Ensure they know what resources they need, and where to find resources.
    - Make sure relevant documentation and guides are up to date to reflect the latest processes.
    - 'How to' manuals, guides, and any other information should be given to them. Summarise information in a document if needed.

Example of a handover list for Social Media Lead (SML):

- Editing the Podcast series, Thriveable Life (Not Future that's Justin) --> handed over template/files to @Justin
- Managing the Twitter --> @Steve
- Managing the LinkedIn --> @Steve
- Creating graphics for: Sustainable Tips, International Days (The non-reel days), Monday Quotes, Blog Promotion Thursday --> @Teresa No need to worry about 90% of Jan content. Needs advertising for Feb Webinar. @Lillian creating Social Media graphics document/guide.
- Webinar promotion graphics, particularly Speaker promos --> @Teresa but as a whole is everyone's responsibility in Social Media. @Lillian is making a document/guide right now on making the said Webinar content that she did in the past. There are a lot of templates so it will make things easier.
- Creating calendar for the month in the Social Media Calendar & Content Lab --> created new calendar/content lab that is different approach to old one and avoiding blanket captions. @Samira @Louise @Raquel
- Leading the Social Media meetings --> @Raquel

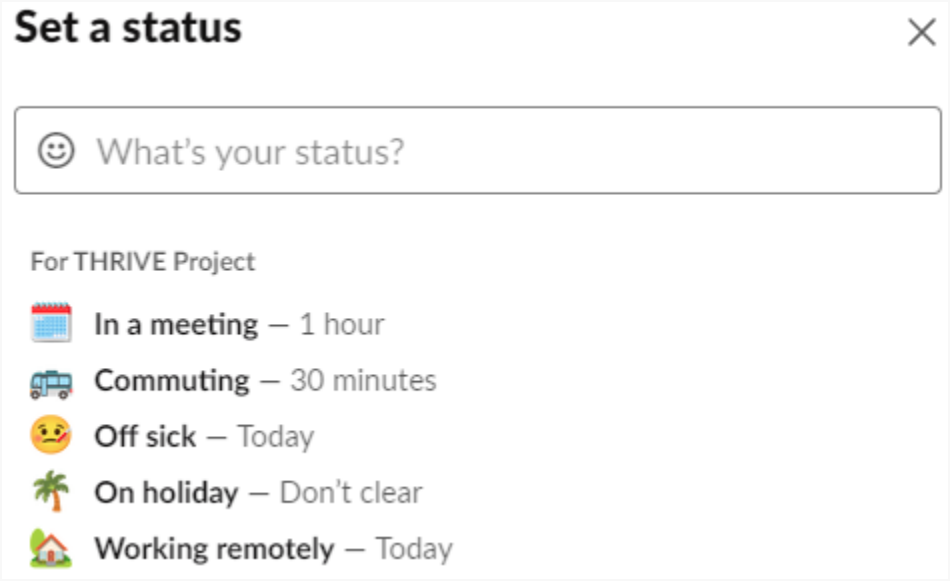
- ☐ **Keep teambuilder updated of the new thriver's readiness with the tasks.**

- The teambuilder will want to know about the new thriver:
    - ☐ What tasks have they been informed of?
    - ☐ Are they aware of the workload and can they handle it?
    - ☐ What resources do they have access to?
    - ☐ Do any permissions to tools and resources need to be granted?
    - ☐ Do they know how long they'll be handling the task(s)?
    - ☐ When will their training be completed?
    - ☐ Has everything been communicated correctly? For e.g. does the new thriver know the difference between being a team lead versus hosting meetings?

☐ **Complete new thriver's training**

☐ **Inform teambuilder of handover completion.**

- The status of the leave approval can be seen in Slackbot. Alternatively, ask a TB/TA for updates.
- Leave can only be approved if a task handover has been organised.
- Leave for **14 days or less** can be approved by TB/TAs.
- Leave for **more than 14 days** can only be approved by HR.
- When you go on leave or are 'Off sick', please update your Slack status.
    - Click on your profile picture → 🙂 Update your status



Offboarding

If volunteers choose to no longer work with THRIVE, they must do the following:

- Submit their resignation at least **1 month** before the date of your resignation..
- Put the same leave start and end dates in the SlackBot Activity Report.
- THRIVE has deployed a '**Notice of Intention to Terminate**' function in Slack and it's in the testing phase. To do so **forward slash / in the message box and type 'resign' to select the 'Notice of Intention to Terminate' option.**

give a 1 month notice through their Activity Report in the holiday and leave section. Then they are to send their resignation request to: up.

The offboarding process is vital to lead the exit of a volunteer from THRIVE. We need to know why people leave, so we can retain our volunteers.
It could happen through resignation or the ending of the agreement. This process gathers all the decisions and processes that take place when a volunteer leaves. This may include:

- Reviewing that volunteer's job responsibilities and status of assigned tasks, as well as managing appropriately the knowledge transfer among the other volunteers
- Offer the opportunity to stay on as mentors and buddies by joining #flourishing-friends. Else, deactivating access rights and passwords
- Activating an exit survey to assess the reasons for the resignation or no continuity to the agreement. This data provides us insights of how the experience at THRIVE was and how we can improve it for the current and future volunteers.

Exit Survey Template (editable): https://forms.gle/w9EE46o4ScF8rSov8

Exit survey (view): https://volunteer.strive2thrive.earth/exit

Be sure to send the email from the volunteer@strive2thrive.earth email account.

Template: Exit Survey Email:

Subject: THRIVE Project Exit Survey

Many thanks for your contribution to the *THRIVE* Project.

Following completing your volunteer term with us, we wish to conduct an exit survey with you. We'd like to gain insights into your experiences that will help improve the conditions of current and future volunteers.

Please click this link to complete the questionnaire. Your responses will remain confidential. Exit survey data from all departing volunteers are combined and presented anonymously in a summary report. We greatly appreciate your participation.

Additionally, if you like to stay on as part of the #flourishing-friends group, please do indicate by replying here. This group is your way to continue as a mentor and supporter for the greater THRIVE mission. You may take part in webinars, podcasts, or presentations from time to time and be invited to major events and meetings with notable and influential VIPs in the industry.

We encourage you to stay informed by subscribing to the newsletter, attending free webinars (every 3rd Tue of the month), resharing through social media, and sending other potential volunteers our way.

Many thanks and do keep on thriving.

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THRIVE Tribe Chief
e: volunteer@strive2thrive.earth
w: www.strive2thrive.earth

Thrivability Matters. Want to keep abreast of the latest?
Register for the free Newsletter, join a free Webinar, read the latest Blog,
or view a Podcast with a leading expert and more, here at ThrivabilityMatters.Earth.
Shop responsibly. Replace plastic toys, perfumes, optional clothing with life-giving trees.
Click here now to ensure your next gift enhances life on planet Earth.

Appendix:

Template: Volunteer Welcome Email

This is a template for a welcome email which we send to successful job applicants. It informs them about how to access our internal communications, and helps them get started on their THRIVE journey.
To use this, copy (Press CTRL and C) and paste (Press CTRL and V) the following text into your THRIVE email.
Send this through to successful applicants, replacing **(first name)** with their name.

The template is below:

Hi, (first name)

We would like to congratulate you on being the newest member of our THRIVE Tribe.

You're now part of a community on a mission to create a thrivable future for planet Earth.

This email contains some info to help you get started on your THRIVE journey. Just follow these few final steps to complete your journey to become a Thriver:

Step 1: Sign in to your THRIVE Webmail:

To facilitate efficient communications, every one of us here in the THRIVE Tribe has an email account at strive2thrive.earth allowing you to keep track of your THRIVE email separate from others. It also means you can choose any mail client you like. Further instructions will be in your new mailbox.

webmail.strive2thrive.earth

Please change your password upon login with this link: Set your password

For official business, you will need to use this, like when you register for a new service, when communicating with fellow THRIVE members, or talking to outside organizations. As a fast-evolving organization, this is to ensure consistency and continuity of the services we use, especially since many are provided in-kind or on an not-for-profit basis.

So watch out for our next communications there. For help, send to hello@strive2thrive.earth.

Step 2: Join the THRIVE Slack:

Almost all of our communications occur through Slack. Once you log in to your Webmail, you should receive an invitation to our Slack Page.

We are made of five teams, content, research, marketing, development and support.

More information about these can be found here: https://wiki.strive2thrive.earth/teams.html

When you are ready, feel free to take some time to update your Slack profile, and say hi in the #general page. Someone should then guide you to relevant channels that you can join (or you can ask).

Step 3: Fill our Onboarding form:

Take a few minutes to fill our onboarding form. This allows us to get to know you, and keep track of what you do for us:
https://docs.google.com/forms/d/e/1FAIpQLScrzab5XR5egcYnSfuiXvCMcv40k7KeQ6KI91O9tNQvTUW2jA/viewform

Note that you will need your volunteer agreement form.

You should have received one in your Webmail inbox on receiving your role at THRIVE. This will need to be filled out before you start the above form.

Step 4: Look over our guides in the THRIVE Wiki:

This contains all you need to know about us and how you can make a thrivable future.

To get started, look through our Wiki guides, available here:
https://wiki.strive2thrive.earth/forms.html

Step 5: Contribute in the best way you can:

We want everyone in our tribe to feel free to express themselves.

Instead of bosses, our work is driven by passionate people making projects happen.
This means if you have an idea, feel free to share it in your Slack channels.

If others like it, they can help you make it happen together!

Feel free to follow us on social media to keep up on our latest projects and sustainability news.

LinkedIn: The Thrive Project.

Facebook: ThrivabilityMatters.

Instagram: ThrivabilityMatters.

Twitter: thrivability_m.

Reddit: r/thrivability.

YouTube: Thrivability Matters.

TikTok: https://www.tiktok.com/@thrivability_matters.

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Thank you for reading this email.

May you have a nice and pleasant day, and keep THRIVING!
Sincerely,
The THRIVE Project.

Version Control Information

Updated by: (@name)	Version Number	Update Description	Reason	Date (as dd/mm/yyyy)
@Justin	v0.1	Started		30/12/2021
@Justin (and various others)	**v0.3**	Added section on Recruitment, and information on interviews	Updated old information	**13/1/2022**
@Justin (and various others)	**v0.5**	Added Appendix section, and added email / recruitment post templates	Updated old information	**23/1/2022**
@Justin (and various others)	**v0.6**	Text updates, added contents page	Formalising contents page and guide contents.	**27/2/2022**
@Justin (and various others)	**v0.7**	Several updates to reflect current information, and formatting improvements	Sections were divided by page breaks.	**6/5/2022**
@Justin	**v0.75 (number should be v0.7.1)**	Expanded onboarding section.	Missing information / style mismatch	**21/7/2022**
@Jasmin	**v0.7.6 (number not incremented)**	Added diagram for Recruitment process, and detailed additional platforms for promoting volunteer roles.	Missing information.	**2/9/2022**

@Justin	**v0.8**	Expanded several sections, and reformatted previously added information to match document style.	Missing information / style mismatch	**16/10/2022**
@Justin	**V0.8.6 (number not incremented)**	Several minor text updates	.	**22/05/2024**
@Justin	**v0.9**	Overhaul of guide to reflect current processes.	Updates to processes have not been added to the guide.	**1/06/2024**
@Justin	**v1.0**	Added information from process documents created separately from this guide, and resources / version control tab.	Merging relevant information into one document, and consistency with updated document template.	**1/07/2024**
@Justin	**v1.0.1**	Updated links and processes.	Updated links and processes.	**20/08/2024**
@Justin	**v1.1**	Updated handover information to reflect current processes.	Updated links and processes.	**23/09/2024**
@Justin	**v1.2**	Split job description information into new document, owing to length.	Excessive length prevents understanding of contents.	**13/11/2024**
@Justin	**v1.3**	Change to resolve inconsistency between handover documentation	Incorrect information.	**28/04/2025**

		and process.		
@Justin	**v1.4**	@Shilpi added new information about group interview processes, but did not increase version number. @Justin updated broken links.	Broken links and missing information.	**24/12/2025**
@Justin	**v1.5**	Updated information on recruitment and retention process to show currently-used links, Slack Workflows, and information about new process being implemented. *Need to insert information about recognition systems and assessments once they are implemented. If you know of this information, you may create a new version with this information before it is implemented.*	Outdated information and processes, and broken links.	**10/09/2026**
@Justin	**v1.6**	Updated information on evaluation briefs, and added link to evaluation brief template.	Outdated information, and references to “sample briefs”, the old term for Evaluation Briefs.	**1/10/2026**