

Volunteer Management Manual

A Publication of: VOLUNTEER Lenawee!



Volunteer Program Assessment

It is important to do an assessment of your current volunteer program and its elements to understand the things you are doing well and where you may wish to improve. The assessment should include members of your staff, your board, volunteers and service recipients.

This assessment tool can be utilized to fuel conversation within your group about your current volunteer program and the areas that could be better.

<u>Indicator</u>	<u>Done</u>	<u>N/A</u>	<u>Needs Improvement</u>	
			Some	Much

Organizational Culture & Planning

1. The organization has a clear vision and commitment to volunteer participation for the organization and the people it serves.				
2. The organization has considered the benefits and challenges related to volunteer involvement.				
3. The organization has developed a written statement of philosophy regarding why the organization welcomes volunteers and has written policies for and about volunteers.				
4. Volunteers are respected, as professional members of the staff.				
5. The organization has developed a risk management plan volunteers and paid staff.				
6. The organization has a plan for seeking out volunteers with the potential to benefit the organization.				

Elements of a Successful Volunteer Program

1. The organization has allocated appropriate resources for volunteers (financial, space, training, supervision).				
2. Training and supervisory resources for volunteers have been identified.				
3. There are clear goals for what volunteers are expected to accomplish and job descriptions have been developed for volunteer positions.				
4. Volunteer positions are flexible to accommodate different skills and schedules.				
5. The organization has determined where to find volunteers with desirable skills and interests to fill specific volunteer positions and has created strategies to recruit and retain these individuals.				
6. People in the community understand what the organization does and are eager to support its efforts.				
7. There is a screening and selection process in place to aid in matching new volunteers with appropriate positions.				
8. All volunteers participate in an orientation process, which provides them with an understanding of policies, procedures, rights and responsibilities, including a site tour and staff introductions.				

<u>Indicator</u>	<u>Done</u>	<u>N/A</u>	<u>Needs Improvement</u>	
			Some	Much
9. Volunteers receive ongoing program training.				
10. Positive volunteer/employee relationships are nurtured and problems are dealt with quickly.				
11. Volunteers are clearly assigned to an appropriate staff member supervisor, who provides support, communication and accountability.				
12. Employees are informed of the roles of volunteers within the organization, and there are strategies and events in place to build positive relationships between employees and volunteers.				
13. The work of volunteers and the impact of their activities are recorded and evaluated on a regular basis and shared with other volunteers, administration, community members and funding sources.				
14. The organization regularly seeks feedback, and there is a plan to assess volunteer satisfaction, including exit interviews.				
15. Volunteers receive formal and informal recognition for their contributions.				

Community Resources

1. There are strong publicity and marketing relationships within the community that create a positive view of your organization.				
2. The organization has utilized the services of VOLUNTEER Lenawee! our local volunteer center.				
3. The organization has created a profile on the 1-800-volunteer database.				
4. The organization has posted all available opportunities on their 1-800-volunteer profile and updates them when necessary.				
5. The organization uses the calendar and announcement portions of their 1-800-volunteer profile to inform users of upcoming events.				
6. The organization has informed local service groups of available volunteer opportunities.				
7. The organization is aware that VOLUNTEER Lenawee! is a resource for volunteer recruitment and management.				

Following your assessment contact VOLUNTEER Lenawee! to discuss your results and ideas for improvement. Your volunteer center can help to further enhance your volunteer program by assisting with volunteer recruitment, training and management.

Contact information:

VOLUNTEER Lenawee! a program of the Lenawee Community Foundation

Phone: 1-800-volunteer

517-424-6576

Email: asacco@ubat.com

Website: www.1-800-volunteer.org

Volunteer Rights and Responsibilities

Rights:

- To be assigned a job that is worthwhile and challenging.
- To receive the orientation, training and supervision necessary to do the job.
- To feel that your efforts have real purpose and contribute to the organization's mission.
- To receive feedback and evaluation on the work that you perform.
- To be trusted with confidential information necessary to carry out your assignment.
- To be kept informed on relevant matters within the organization in which you work.
- To expect that your time will not be wasted by poor planning or coordination by the organization.

Responsibilities:

- Not to take more responsibility than you can handle.
- To meet time commitments or to provide notice so alternative arrangements can be made.
- To dress according to the expectations of the service-provider/agency.
- To perform the tasks assigned to you to the best of your ability.
- To follow organizational policies and procedures.
- To respect those confidences entrusted to you.
- To be open-minded and respectful towards opinions shared with you.
- To notify the organization in advance of absences or schedule changes that may affect them.

Volunteer Assignments

Before starting to recruit new volunteers your organization needs to determine what tasks could be done by volunteers.

There are many ways to utilize volunteers, including general operations, programming, fundraising, technology, programs, and serving on a committee or your board of directors. An organization can seek out skilled volunteers to donate their time providing specific services such as technology support, marketing, building maintenance, accounting, or legal services.

After your organization develops a list of unmet needs that can be filled by a volunteer, determine the different positions and assign supervisors.

Be sure to offer opportunities of various time commitments. Offer long-term, short-term and one-time volunteer opportunities. Create opportunities that can be carried out at flexible or different times. Keep in mind that some of your potential volunteers may not be available during customary work days, and would be available for opportunities that can be filled after office hours or on the weekends.

Ask yourself the following 8 questions:

1. What will the position title be?
2. Who will train and supervise this volunteer?
3. What is the goal or purpose of this position?
4. What are the major duties and responsibilities of this position?
5. What is the scheduling and time commitment for these duties?
6. Can this job be shared or done by a group of volunteers?
7. Can this be done virtually or from home?
8. How will we recruit possible candidates for this position?

Volunteer Job descriptions: It is important to let your volunteers know exactly what your organization wishes them to accomplish. Volunteer job descriptions should be developed before you start recruitment, and should be clear and descriptive. Lay out all of the expectations, tasks and benefits for each volunteer job.

Example

Organization: "HOPE Community Center"

Position: Event Volunteer

Volunteer Assignment Description:

Volunteers are needed to assist and accompany members at special events and chaperone HOPE Community Center field trips. Activities and events vary. There are day trips to the movies, Special Olympics, and volunteer projects, as well as evening opportunities such as shows at the Croswell Opera House, parties, dances and other annual HOPE events.

Qualifications: Volunteers must be at least 16 years of age, unless accompanied by an adult. A background check is required and volunteers with criminal offenses will be screened appropriately, depending on the volunteer assignment.

Training: Volunteers will receive an initial orientation and ongoing training at the HOPE Community Center in member interaction, special event logistics, member behaviors and HOPE policies. No previous or additional training is necessary.

Time commitment: There are events happening every month during various times. Call the HOPE Community Center for information regarding the current month's activities.

Location: 431 Baker Street
Adrian, MI 49221

Reward/benefit: Volunteering at the HOPE Community Center will give you the opportunity to make a difference in the lives of adults with disabilities in Lenawee County. You will make lifetime friends and develop skills in leadership, group facilitation, and program coordination. This opportunity will be a great way to participate in exciting and fun events in our community.

Scheduling: Flexible

Contact: Josh Schramm
Development Director
517-265-2410
schramm.joshua@gmail.com

Risk Management

Your application, training requirements and screening process should reflect the risks involved with:

- ❖ The client population you serve and their vulnerability
- ❖ Safety concerns related to the work environment
- ❖ Physical requirements for certain tasks
- ❖ Proper use of equipment

(In most cases these risks will parallel those included in your staff handbook).

Here are a few questions to assess the risk associated with specific volunteer opportunities:

Volunteer Job title _____

Identify major risks of working with this population:

Identify major risks of this position:

List special measures to be taken in screening volunteers for this position:

List special training and supervision needed for this position:

Create a general policy that will protect your organization and volunteers from bodily injury and property damage claims. This policy should include documents and procedures for incident/accident reporting as well as plans for crisis intervention.

An excellent resource is: www.insurancefornonprofits.org

Insurance

"Volunteers create two types of exposures. The first is injury to the volunteer. The second is harm to someone else caused by a volunteer. In both cases, the injured party may allege that the non-profit was negligent in it's duty to protect the safety of volunteers and clients. Different types of insurance policies address these exposures".

Injury to volunteers

- ❖ **Accident and injury policy** – Covers the cost of medical treatment and follow-up for volunteers injured while delivering service to your organization. Accident policies usually provide excess insurance, meaning, if a volunteer has medical insurance the policy will pay the balance not covered by the primary provider. Accident and Injury policies do not cover illness and do not protect the organization against liability cases.
- ❖ **Contractual Risk Sharing** – You can require your volunteers to sign a waiver or a release of liability, agreeing not to sue your organization in the case of an accident.
- ❖ **Commercial General Liability** - Covers: bodily injury, property damage, personal injury. Volunteer injuries are usually covered to the same extent as injuries to clients and members of the public. If volunteers are included as "named insureds", make sure the policy has a "separation of insureds" to protect the organization against liability claims.

Injuries to others

- ❖ **Commercial General Liability** – Covers the activities of all its agents, including employees and volunteers, however, volunteers would need to be included in the policy's description of "insureds".
- ❖ **Directors and officers liability** – Provides insurance coverage for board member activities in good faith on behalf of the non-profit.
- ❖ **Hired and Non-owned Commercial Auto Insurance** – Provides coverage when a volunteer's personal auto insurance coverage is exhausted and the non-profit is sued for damages resulting from an accident in which the volunteer is involved.

If you have any questions regarding your current insurance coverage and employee policies, contact your provider to find out more. Ask about your current volunteer coverage or how to extend your policy to protect volunteers in addition to employees.

Source: "Special Risks Facing Community-Serving Nonprofits"
Nonprofit Risk Management Center www.nonprofitrisk.org

Volunteer Recruitment planning exercise:

1. What position will your volunteer fill?

2. What tasks will a volunteer holding this position be expected to complete?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

3. What volunteer skills and traits will be desirable in filling this position?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

4. What interests and motivations might our potential volunteer have?

- a. _____
- b. _____
- c. _____

5. How could we utilize these interests and motivations in our recruitment message?

6. Where might we find volunteers with these interests, motivations, skills and traits?

- a. _____
- b. _____
- c. _____

Volunteer Recruitment Message

A volunteer recruitment message is used to attract volunteers who are interested in your mission and want to do their part to help your organization serve people within their community. It consists of three parts:

1. **Statement of client need** – Why does your organization exist? What is your mission and who do you serve? Include a specific need that your volunteers will be working with your organization to fill.
“Many families in Lenawee County in low income situations do not have access to hot food, are not eating balanced meals and suffer from malnutrition”.
2. **How the volunteer can help** – A simple description of how donating their time to your organization can make a difference in the community and in the lives of the population you serve.
“You can give a few hours of your week to help the Salvation Army and other great volunteers prepare meals and feed members in need in our community”.
3. **The benefits to the volunteer** – Anything your volunteer would gain. This could include impact, relationships, career building, acquiring new skills and personal growth.
“You will make a difference in the lives of hungry individuals, meet new people and learn how to cook in large quantities”.

Volunteer Marketing “Hook”

A condensed version of your volunteer recruitment message whittled down into a short and catchy phrase for publications, commercials and radio advertisements. It should be a statement that will make people want to learn more about your organization and find out how they can help.

Volunteer Recruitment

There are four major recruitment elements:

1. **Product** - Identify your organization’s available volunteer opportunities.
2. **Prospect** – Seek out people who fit your plans for potential volunteers.
3. **Message** - Use your recruitment message to gain interest within your community.
4. **Delivery** - Discuss vehicles you can use to attract the type of volunteers you seek?

Identify a staff member or volunteers to assist in planning for recruitment:

- ❖ Develop a recruitment message
- ❖ Identify your target audience
 - What skills would be beneficial?
 - Where might you find people with these skills?
 - When is the best time to contact them?
- ❖ Develop materials to appeal to your chosen audience
 - What will motivate them to volunteer?

- How might you ask them?
- Where do they typically get their information?
- ❖ Identify effective media and distribution methods
 - Newspaper
 - Website
 - Radio
 - Word of mouth
 - Phone recruitment
 - Social media

Who will do the recruitment?

- ❖ Organization staff members
- ❖ People who support and give funding to your organization
- ❖ People connected to the population with whom you work
- ❖ Clients and community members your organization serves
- ❖ Current and past satisfied, enthusiastic and articulate volunteers

When selecting people to be involved with volunteer recruitment and to speak on behalf of your organization, make sure that you have chosen individuals who can effectively describe your organization, its mission, the people you serve and the current programs.

Barriers

When developing your recruitment Strategy you need to prepare for some of the barriers you may face when actually recruiting. Following are a few barriers that can often be eliminated by taking small steps to accommodate volunteers.

Barriers	Responses
Limited time available for volunteering.	Create short-term and one-time opportunities.
Related expenses and limited resources.	Offer to cover some expenses such as mileage reimbursement.
Travel distance.	Create positions for people to do at home or virtually from their office.
Volunteers need flexibility.	Create a back-up system for substitute volunteers when needed.
Type of clients that your organization serves.	Find people who care about and have had previous positive relationships with your clients and target recruitment efforts to reach them.
"I'm not a Volunteer" misconceptions on who volunteers are and what it means to be one.	Inform people that it doesn't take anything special to be a volunteer, and that most of them are already volunteers by being good neighbors and helping out around their communities.

Volunteer Application

Date: _____ Volunteer Position Sought: _____

Name: _____

Home Address: _____ City/State: _____ Zip: _____

Work Phone: _____ Home Phone: _____

Education

Highest level completed: _____ graduated? ☐ yes ☐ no

Employment

Current employer (if applicable)

Position/Title: _____

Company: _____ Dates: _____ to _____

Address: _____ City/ State: _____ Zip: _____

Would you like your employer to know of your volunteer service and achievements?

☐ yes ☐ no

Volunteer Experience

Organization: _____ Dates served: _____ to _____

Description of service: _____

Organization: _____ Dates served: _____ to _____

Description of service: _____

Organization: _____ Dates served: _____ to _____

Description of service: _____

Skills

What experiences have you had that will assist you in working at our organization?

Special training, skills and hobbies: _____

Groups, clubs, organizational memberships: _____

What would you like to get from this volunteer opportunity: _____

Volunteer Application (continued)

Personal references

Please list three people who know you well and can attest to your character, skills and dependability.

Name	Relationship to you	Phone	Years Acquainted
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Have you ever been convicted of a crime? ☐ yes ☐ no (if yes, please explain the nature of the crime and the date of the conviction and disposition) _____

Please read the following statements carefully before signing.

Background Check Disclosure

In connection with my application to engage in volunteer activities, I hereby consent and authorize this organization, at any time during my application process and volunteer service, to obtain an investigative consumer report that may include, but not be limited to, a criminal record check, employment and education verifications, verifications of personal references and reputation, and driving record. I do hereby consent and authorize the organization to use any information provided on this form or during the application process in obtaining the investigative consumer report. I have been informed that I have the right to review and challenge any negative information that would adversely impact me in any way. I understand that I am to be provided the name, address and telephone number of the consumer reporting agency and the nature and scope of the investigative report will be disclosed to me.

I understand that this is an application and not a commitment or promise of volunteer opportunity. I certify that I have provided and will provide information throughout the selection process, including on this application for a volunteer position and interviews that is true, correct and complete to the best of my knowledge. I understand that the information on my application will be verified and understand that misrepresentations or omissions may result in not be considered for a volunteer position or my dismissal as a volunteer.

Print Name: _____

Signature: _____ Date: _____

Other things you may include in your volunteer application:

- ❖ **Availability.** Create a grid of office hours and time available for volunteer opportunities for the potential volunteer to fill out to assess times for service and commitment.

Example: Please mark the times in which you are available.

	Mon.	Tues.	Wed.	Thurs.	Fri.
10am – 12pm					
12pm – 2pm		x			
2pm – 4pm			x		
4pm – 6pm					

- ❖ **Do you have a valid driver's license?** If your volunteer position requires volunteers to operate a motor vehicle, proof of a valid driver's license and insurance are necessary. A background check, complete with driving records, would also be suggested.
- ❖ **Date of Birth.** If your volunteer opportunities require people of a certain age or involve tasks that cannot be completed by a minor you will want to include a line requesting their birth date (required for some background checks) or a box to check confirming that they are over the age of 18.
- ❖ **Other agency specific information.** Your organization may require a set of specific requirements for certain job descriptions. For example, if you run a program to transport veterans to and from the Veteran's Hospital, you will need to verify that they are a legal and safe driver, and may also want to know if they are a veteran themselves. If you are recruiting volunteers to help load and unload furniture at a thrift store, you may want to have a section on your application listing the ability to lift ___lbs. and medical information to cover the liability of job related injuries from heavy lifting.

Volunteer Interviews

Interviewing volunteers is an important step to making sure your organization is recruiting appropriate volunteers who will commit their time and support your mission.

Topics to cover:

- ❖ The mission of your organization
- ❖ Population you serve
- ❖ Services you provide
- ❖ Available volunteer opportunities
- ❖ Benefits to volunteering
- ❖ Tour of the facility

After the interview process determine organizational "fit". Will this volunteer enjoy volunteering at your organization? If you believe that a potential volunteer is not right for your program, feel free to refer them to another organization or your local volunteer center.

Use the information collected during the application and interview process to match volunteers with opportunities that will maximize the use of their skills and accomplish some of their expressed goals, plus best benefit your organization.

Screening and Background Checks

The level of screening your organization will require for their volunteers will depend on a few of the following factors:

- ❖ Policies and requirements within your organization.
- ❖ Client population and their vulnerability.
 - Persons with disabilities
 - Children
 - People with mental illness
 - Elderly people
- ❖ The level of supervision and available staff.
- ❖ The nature of the tasks that need to be completed.
 - Accounting
 - Money management or guardianship
 - Transportation

Many volunteer opportunities will not require any special screening. If you are utilizing volunteers to complete tasks without the risk of theft, confidential material or involvement with a vulnerable population, a background check may not be necessary.

Court-ordered Community Service

Some volunteers may be referred to your organization to serve court ordered community service hours. When considering these potential volunteers you have the right to know their offense and contact their probation or parole officers to verify any information they disclose. These volunteers can be utilized in a number of ways that may not require them to interact with clients. Placement should be case sensitive and supervision is necessary. Court ordered community service is a great way to recruit consistent volunteers that are required to commit a number of hours of service.

Always verify the information given to you by the volunteer on their application and during the interview process. Honesty is a desired quality for any volunteer. If the individual is interested in volunteering to fulfill probation requirements and has been convicted of a crime, this information is expected to be shared prior to a background check. If necessary, an official background check can be run using the following websites. In most cases they are free of charge and will fulfill any legal requirements for volunteer service.

Background Checks

Offender Tracking Information System (OTIS):

<http://www.state.mi.us/mdoc/asp/otis2.html>

Only applies to an offender who is, or was: in a Michigan prison; on parole or probation under the supervision of the Michigan Department of Corrections; has transferred in or out of Michigan under the Michigan Interstate Compact; or who has escaped or absconded from their sentence. OTIS will display felonies but not minor law violations or misdemeanors. This service is free and does not require written permission from volunteers to use.

The Internet Criminal History Access Tool (ICHAT):

<http://mi-mall.michigan.gov/ichat>

Allows the search of public records contained in the Michigan Criminal History Record maintained by the Michigan State Police, Criminal Justice Information Center. All felonies and serious misdemeanors that are punishable by over 93 days are required to be reported to the state repository by law enforcement agencies, prosecutors, and courts in all 83 Michigan counties. To use ICHAT you must have written permission, full name, any previous names used and the date of birth before accessing information. This service is free but you do have to set up an account.

Michigan Sex Offender Registry:

<http://www.mipsor.state.mi.us>

This registry is made available through the internet with the intent to better assist the public in preventing and protecting against the commission of future criminal sexual acts by convicted sex offenders. The Sex Offender Registry is free to use and does not require written permission to search. The system does not include crimes committed before October 1, 1995. You also have the option to sign up for email updates for up to five Michigan zip codes when an offender relocates or is released.

SafetyNET, FBI background checks:

<http://apps.mentoring.org/safetynet/>

Created by Congress, the SafetyNET pilot is part of a longer-term effort to create a permanent workable system for obtaining federal criminal background checks on volunteers who work with children. SafetyNET is scheduled to end on January 31, 2010. There is a fee associated with SafetyNET.

Other similar programs for screening are available in any state. To find out more about how to run background checks in your state call your local Department of Human Services or visit your state's government website. In addition there are many public websites that provide background checks for potential volunteers and employees, which cost the organization and require permission. Most are multi-faceted and include credit and employment background, in addition to criminal screening.

Volunteer Placement

The most important thing you can do to guarantee a positive experience for both your organization and the volunteer is to base placement on the qualities, skills and interests of your volunteer.

Talk to your potential volunteers. Find out what they enjoy doing and the things at which they excel. Ask them about their motivations and future goals. Often there are small steps that your organization can take to help your volunteers to achieve their career goals, improve their resumes, and enrich their personal lives.

Use a questionnaire, such as the following, to provide appropriate placements or utilize these questions in an interview.

1. Why do you want to volunteer?

2. What skills or experience do you have to offer? What skills and experience would you like to gain?

3. With what kind of organization or type of people would you like to work?

4. Regarding the responsibility level, what types of tasks you are willing to assume? Is there anything for which you would rather not be responsible?

5. How many hours do you wish to commit? What days of the week and times during the day are you available? Do you have transportation?

Depending on the tasks and population served, your organization can determine whether to utilize an interview or formal application process. A formal application process and interview should be utilized when the volunteer will be working with a vulnerable population. Applications will provide the information to check on references, as well as a reference point when you need to substitute or replace a volunteer.

Orientation and Training

Although both the volunteers and the organization desire the volunteer position to start as soon as possible, there are a few steps that should be taken first.

Help new volunteers prepare for their first day.

- ❖ Provide a map and directions to the service location
- ❖ Tell them where they can park and where to enter the building
- ❖ Let them know who will greet them
- ❖ Tell them what they should wear and anything they should bring

Provide volunteers with:

- ❖ Knowledge of what your organization does in your community.
 - Give the volunteer a brief history of the organizations and its supporters.
 - Make sure that your volunteer is still on board.
 - Address any questions the volunteer may have about your organization.
- ❖ Tools to effectively carry out tasks included in the volunteer job description.
 - Equipment training
 - Safety procedures
 - Supervision
- ❖ Understanding of the position, its requirements and expectations.
 - Dress code and conduct details
 - Policy and procedures
 - Rules and disciplinary action

Every volunteer should receive information about their roles and expectations. Like paid staff, volunteers should have access to printed materials to reference the information covered in their initial training and orientation.

The Volunteer Handbook should include:

- Job description for the tasks the volunteer will be completing
- Marketing materials and definitions of words unique to your organization
- Organization policies relating to volunteers
- Termination process
- Volunteer rights and responsibilities

Volunteer first day checklist

- ☐ Welcome your volunteer
- ☐ Give a tour of the building if you haven't already done so. Make sure the volunteer is aware of the location of the restroom, lunch area and refrigerator.
- ☐ Create a work space for your volunteer
- ☐ Provide time sheets to log volunteer hours
- ☐ Discuss lunch and break times and logistics
- ☐ Make sure the volunteer has everything needed to complete their work and that your instructions are clear and understood.
- ☐ Introduce staff and work environment
- ☐ Ask if the volunteer has questions regarding the Volunteer Handbook.
- ☐ Thank the volunteer at the end of the day and at other appropriate times.
- ☐ Allow time for volunteer feedback

Supervision

All volunteers should be supervised by a member of the staff or a volunteer who has been with your organization for a period of time. It is important to make sure that your volunteers have someone to answer their questions, listen to feedback and accept progress reports.

A supervisor should:

- ❖ Be available during the volunteer's scheduled service hours.
- ❖ Understand the volunteer job description and the tasks it includes.
- ❖ Be knowledgeable in all aspects of your organization and its operation.
- ❖ Understand the difference between paid and unpaid staff.
- ❖ Determine the most appropriate level of supervision, use of time and requirements for reporting.

Reporting

It is important to keep good records, not only to document the volunteer service hours but also to keep track of what tasks are complete and what needs to be done. Good record keeping will also serve as information for recruiting and placing new volunteers, documenting any liability issues and tracking progress.

When requesting funds and applying for grants you can calculate the number of hours donated by volunteers and convert it into a dollar amount. Independent Sector has calculated the average value of volunteer service in 2008 as \$20.25 per hour. Thus 100 hours of community service to your organization would be valued as a \$2,025.00 in-kind donation.

Evaluating volunteer performance

Volunteer supervisors should establish regular meetings to discuss project goals, expected results and progress. These meetings may be more frequent in the early stages of a volunteer's service. Make sure that your volunteer is aware of the way their success will be measured and when they will be evaluated.

Evaluation should include:

- ❖ Job proficiency
- ❖ Work relationships
- ❖ Organizational fit
- ❖ Placement reassessment
- ❖ Outcomes review

Supervisors should:

- ❖ Listen more than you talk
- ❖ Answer any questions
- ❖ Maintain accurate records
- ❖ Look for signals that your volunteer is not fulfilled in his/her volunteer work, such as boredom, lesser attention to detail or lack of enthusiasm for the volunteer project

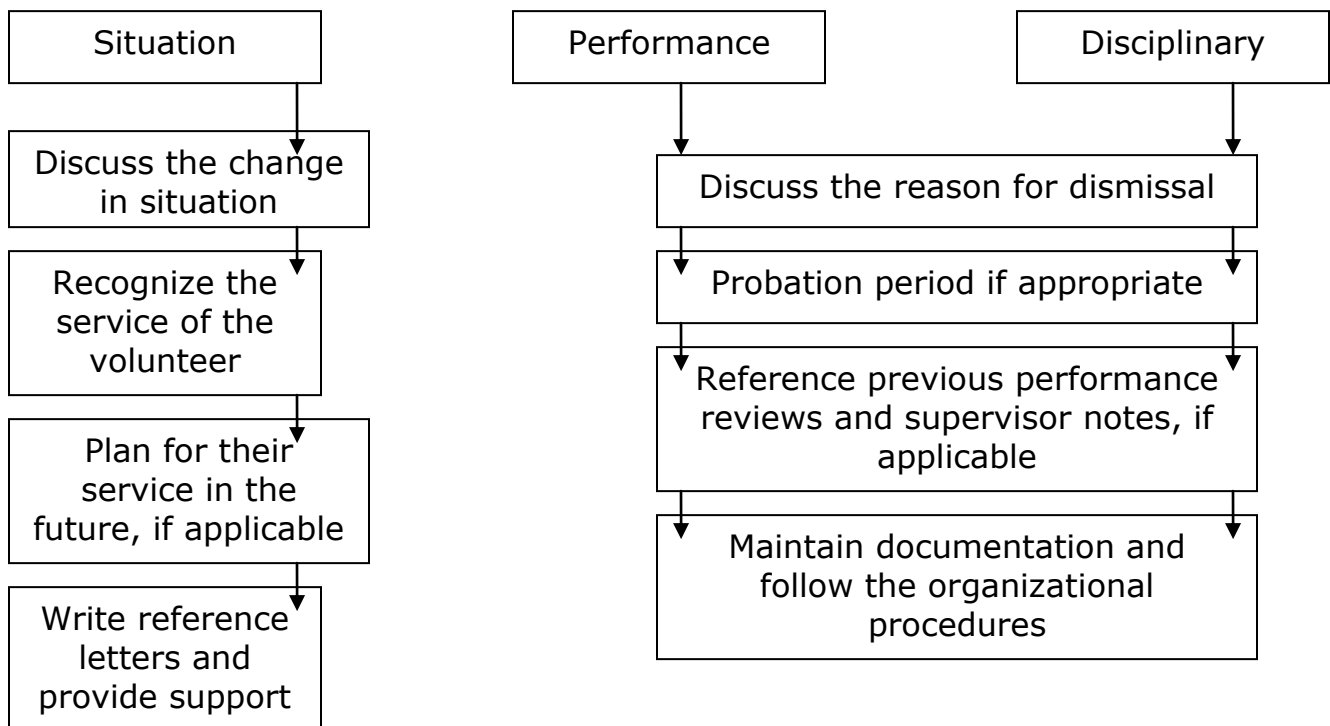
Following your evaluation a summary report, signed by the volunteer and supervisor, should be submitted to the Executive Director.

Termination

There will be times when you will have to say goodbye to volunteers. Some of the reasons for ending a volunteer placement include:

- ❖ Performance results
 - Organizational fit
 - Skill level
 - Productivity
 - Efficiency
- ❖ Disciplinary action
 - Failure to adhere to policies
 - Breach of a contract
 - Inappropriate behavior
 - Poor working relationships
 - Irresponsibility
 - Attendance issues
- ❖ Change in Situation
 - End of service contract or volunteer project
 - Personal issues
 - Changes in schedule
 - Relocation
 - Health concerns
 - Family obligations

Termination process



Volunteer Recognition

Recognizing your volunteers on an ongoing basis is one of the keys to retention. Volunteers who feel appreciated get more out of the experience and feel like they are making a difference.

There are two types of volunteer recognition.

Formal	Informal
Awards: Pins, certificates, plaques	Verbal: Compliments, saying thank you
Receptions: Banquets, dinner, parties	Inclusion: Asking for your volunteer's opinion, assigning more responsibility
Events: Annually, Monthly	Respect: Attention, understanding
Public recognition: Newspaper releases and letters to the editor, radio, public announcements	Showing interest: Show interest in your volunteer's personal life, celebrate birthdays and anniversaries

Rules to recognition:

1. Be honest
2. Be consistent
3. Recognize the person not the work
4. Make rewards appropriate
5. Recognize volunteers frequently, in a timely manner and in ways appropriate for each volunteer
6. Use a variety of ways to say "thank you"

Benefits to recognizing volunteers:

Retention - Volunteers spend time where they feel appreciated and needed.

Reinforcement - Positive feedback will encourage volunteers to continue to do their best.

Recruitment - When your volunteers are happy with their experience at your organization, they will encourage their friends and family members to volunteer too.