

**DEVELOPING &  
IMPLEMENTING  
A VOLUNTEER  
PROGRAM**

**BROOKE OWEN  
FEDERAL WAY POLICE DEPARTMENT**

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# **STAGES OF VOLUNTEER PROGRAM MANAGEMENT**

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- 1. PLANNING**
- 2. RECRUITING**
- 3. SCREENING**
- 4. TRAINING**
- 5. SUPERVISION**
- 6. RECORD KEEPING AND  
EVALUATION**
- 7. RECOGNITION**

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# GENERAL PROGRAM ADMINISTRATION AND MANAGEMENT SCORECARD

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Want to see how you're doing? Below are some representative questions to help you take the temperature of your program.

Place TWO checks on each line if you're SURE it's true for your program.

Place ONE check on each line if you're UNCERTAIN or it it's only partly true for your program.

Leave the line blank if it's NOT TRUE for your program.

## PLANNING

1. Before our program started, we assessed the community's potential volunteer resources \_\_\_\_\_
2. Before our program started we assessed staff attitudes regarding the utilization of volunteers in our agency..... \_\_\_\_\_
3. We identified needs and opportunities for volunteer services within the agency ..... \_\_\_\_\_
4. We wrote job descriptions for all volunteer positions in our program ..... \_\_\_\_\_
5. We determined the operational costs of the volunteer program ..... \_\_\_\_\_
6. Legal counsel was consulted regarding legal liability issues pertaining to the volunteer program ..... \_\_\_\_\_

## RECRUITMENT

7. A volunteer application or background registration form was developed and implemented..... \_\_\_\_\_
8. We used varied recruitment techniques as appropriate to the position and targeted volunteer population ..... \_\_\_\_\_
9. At least a third of our new volunteers are recruited by present volunteers. \_\_\_\_\_

SCREENING

- 10. We determine necessary criteria for volunteer positions in advance of an interview ..... \_\_\_\_\_
- 11. Some type of background investigation is conducted on applicants, such as criminal history checks, polygraph or reference checks..... \_\_\_\_\_
- 12. Each volunteer is interviewed at least once before acceptance..... \_\_\_\_\_
- 13. We match volunteers to positions based on the needs of the positions and the needs, motivations and talents of the volunteers..... \_\_\_\_\_
- 14. We can design a volunteer position to meet the talents of a volunteer if they are different from available openings, or if not possible, refer a volunteer to other agencies ..... \_\_\_\_\_

TRAINING

- 15. Volunteers are adequately prepared to fulfill their positions through orientation or pre-service programs ..... \_\_\_\_\_
- 16. We involve paid staff and other volunteers in planning and implementing on-the-job and in-service training programs ..... \_\_\_\_\_
- 17. We provide for orientation, training, and/or consultations for paid staff in the utilization of volunteers ..... \_\_\_\_\_

SUPERVISION

- 18. We have a regular position of Volunteer Coordinator or Director, and he/she feels he/she has enough time to do the job adequately ..... \_\_\_\_\_
- 19. Volunteers sign or explicitly assent to a work contract of specific time commitment or for a specific period of time..... \_\_\_\_\_
- 20. Volunteers have an accessible supervisor or someone to answer questions during the volunteer's work shift..... \_\_\_\_\_
- 21. We have not more than 40 volunteers for each direct supervisor of volunteers..... \_\_\_\_\_
- 22. Volunteers have a designated work space and their shift is comfortable and organized ..... \_\_\_\_\_

RECORDKEEPING

- 23. Within five minutes, we can tell you (a) exactly how many volunteers we have, and (b) for any individual volunteer, length of service, or total hours worked..... \_\_\_\_\_
- 24. We maintain up-to-date personnel files on volunteers which include performance appraisals, training records and other appropriate information..... \_\_\_\_\_
- 25. We conduct performance appraisals of volunteers on a regular basis ..... \_\_\_\_\_
- 26. We conduct exit interviews of volunteers choosing to terminate their involvement to determine reasons for leaving and to evaluate the volunteer's experience with the agency ..... \_\_\_\_\_
- 27. We have established criteria and procedures for the termination of volunteers..... \_\_\_\_\_
- 28. We monitor volunteer attendance and/or attrition rates, and use this information in evaluating the effectiveness of placements and development programs..... \_\_\_\_\_
- 29. We informally ask volunteers, staff and the people volunteers serve about their experiences, concerns or problems as they relate to the volunteer program activities..... \_\_\_\_\_
- 30. We adjust program plans based on the results of formal and informal evaluation activities. .... \_\_\_\_\_

RECOGNITION

- 31. We interpret and apply motivational theories in the type of recognition accorded individual volunteers. .... \_\_\_\_\_
- 32. We conduct formal volunteer recognition events well attended by invited volunteers and staff ..... \_\_\_\_\_
- 33. We recognize staff relative to their effective utilization of and assistance to volunteers..... \_\_\_\_\_
- 34. We promote volunteers to position of greater responsibility or status (head volunteer, training, volunteer advisory board, etc..... \_\_\_\_\_
- 35. Reports or articles are written regarding our volunteer program for local newspapers, newsletters, etc. .... \_\_\_\_\_

- 36. The chief executive of our agency has a philosophy or policy supportive of volunteer involvement in the agency and expresses this to both paid staff and volunteers ..... \_\_\_\_\_
- 37. Paid staff speak positively of volunteers, or the volunteer program, in their conversations or prepared speeches outside the agency ..... \_\_\_\_\_

GENERAL

- 38. I can name three national publications on the subject of volunteer administration ..... \_\_\_\_\_
- 39. Our Volunteer Coordinator has attended at least 3 days of training in the field of volunteer administration..... \_\_\_\_\_
- 40. Each volunteer has an ID card, or lapel pin or other suitable identification ..... \_\_\_\_\_
- 41. Of volunteers who complete training, at least 2/3 are with us at the end of a year (or their assigned hitch)..... \_\_\_\_\_
- 42. Volunteer rights and responsibilities in your agency are in written form or can be verbally explained by your Volunteer Coordinator ..... \_\_\_\_\_
- 43. The Volunteer Coordinator maintains effective working relationships with volunteers, staff and the surrounding community ..... \_\_\_\_\_
- 44. I can identify the professional groups for volunteer administrators in my local geographic region and at the national level..... \_\_\_\_\_

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SCORING YOURSELF - JUST COUNT THE CHECKS:

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ROUGHLY:

- 0-22                      You have a long way to go, as you probably know.
- 23-44                    You still have a ways to go.
- 45-66                    About average, maybe a little above
- 67-88                    Good for you!

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# **REASONS FOR VOLUNTEER PROGRAM FAILURES**

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- 1. Lack of staff support and commitment.**
- 2. Poorly defined volunteer job descriptions.**
- 3. Poor management**
- 4. Lack of staff leadership**
- 5. Inadequate training of paid staff and volunteers**
- 6. Lack of quality control**
- 7. High staff turnover**
- 8. Lack of policies and procedures or establishment of standards**
- 9. Unstable agency**



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# **THE TEN ESSENTIAL ELEMENTS OF A SUCCESSFUL CRIMINAL JUSTICE VOLUNTEER PROGRAM**

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- 1. Stable base organization.**
- 2. Skilled volunteer director (coordinator), paid at appropriate level.**
- 3. Strong management support (from director of agency, chief, etc.)**
- 4. Strong staff commitment and participation.**
- 5. Volunteer program based on agency goals and objectives.**
- 6. Highly screened professional citizen work force (quality control).**
- 7. Professional ongoing training program.**
- 8. Accurate job descriptions.**
- 9. Recognition system built into management process.**
- 10. Volunteer program based on ongoing evaluation.**

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# **PLANNING PROCESS**

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- 1. Establish the need for volunteers in your agency.**
- 2. Set tone and establish policy for effective integration of volunteers into the organization.**
- 3. Prepare salaried staff to work with volunteers.**
- 4. Identify needs of salaried/volunteer staff, clients and agency.**
- 5. Design instruments for program monitoring and evaluation.**
- 6. Determine operational costs.**
- 7. Write job descriptions.**
- 8. Staff volunteer program.**

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# BENEFITS OF VOLUNTEERS

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## TO THE AGENCY

- Increase agency responsiveness
- Increase service delivery
- Increase cost-effectiveness
- Enhance operations
- Improve system efficiency
- Improve image to public
- Increases public confidence
- Relieves staff for other duties
- Extends life of programs

- Increase political support
- Enhance community partnership
- Improve information input
- Increase flexibility
- Bring new skills and expertise
- Prompts new enthusiasm
- Provides new programs
- Increases linkage with the law abiding

## TO THE COMMUNITY

- Prompts understanding of agency
- Reduces false expectations
- Renews community pride
- Restores community responsibility
- Prompts new programs/activities

- Renews civic commitments
- Changes attitude and behavior
- Identifies new leaders
- Opens communication networks

## TO THE VOLUNTEER

- Provides chance to help others
- Assists in reducing fear
- Increases personal dedication
- Provides challenges
- Enriches daily living
- Reinforces self-confidence
- Uses skills/expertise
- Increases life satisfaction

- Provides sense of belonging
- Provides means for growth
- Develops latent talents
- Leads to new human services
- Provides fellowship/friends
- Provides breaks from routines
- Brings psychic rewards

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# **BUILDING STAFF SUPPORT**

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## **BEFORE PLACEMENT OF VOLUNTEERS**

- Agency policy on volunteer involvement
- Research staff opinion of volunteer involvement
- Develop volunteer jobs with staff
- Assist staff with volunteer utilization plans
- Staff orientation and training

## **DURING PLACEMENT OF VOLUNTEERS**

- Involve staff in screening, interviewing and training
- Clarify roles and responsibilities between staff and volunteer manager
- Monitor volunteer performance after placement
- Involve staff in management decisions

## **AFTER PLACEMENT OF VOLUNTEERS**

- Provide feedback on evaluation results
- Develop new ideas on volunteer use
- Reward staff who are doing a good job

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# KEYS TO MANAGEMENT SUPPORT

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## UNDERSTANDING

Senior management staff must understand the volunteer program in terms of what it does and how it operates, including the relationship that the volunteer program needs to have with other staff.

## INFORMATION

Senior management staff must understand what the volunteer program can accomplish compared to the financial and personnel costs required to operate the program, and must understand that the benefits gained are outweighed by the costs.

## INVOLVEMENT

Senior management staff must understand what they can and should do to assist the program, and how they should be involved with other staff and with volunteers.

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# **VOLUNTEER JOB DEVELOPMENT (AN EXERCISE)**

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1. Make a list of the tasks you have done on the job during the past three to five days.
2. Check off the tasks on the list that you would rather not do. Your training and experience is better suited for something else.
3. On another sheet of paper, make a list of your “dream” jobs --- things you would like to be able to do, but almost never have time.
4. Add to this list the items check off in #2.
5. Delete from this list tasks which volunteers would be prohibited from doing because of agency policy, regulation or law.
6. The remaining tasks on the list can be incorporated into job descriptions for volunteers.

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# SAMPLE JOB DESCRIPTION

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Renton Police Department  
**VOLUNTEER PROGRAM JOB DESCRIPTION**

**JOB TITLE:** HOME SECURITY VOLUNTEER

**PURPOSE:** To help prevent residential burglary by providing security checks on vacant homes while the occupants are on vacation.

**DUTIES:** Check vacant homes for unlocked doors, open windows or anything else out of the ordinary, requesting a patrol officer via portable radio if further investigation is necessary.

**REQUIREMENTS:** Ability to learn and perform the above duties.

Ability to work with sensitive information and maintain strict confidentiality.

Possess good judgment in the use of police department vehicles and equipment.

Possess knowledge of the geography and street system of the City of Renton.

Possess a valid Washington State Drivers License.

**TIME REQUIRED:** Flexible, with preferred minimum of 4 hours per week.

**COMMENTS:** The above duties are performed year round, regardless of weather conditions.

A background check for a criminal record will be performed for all volunteers.

Volunteers will be under the supervision of the Community Programs Coordinator.

Any questions regarding this position can be directed to Brooke Owen, Community Program Coordinator, 235-2511.

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# INSURANCE FOR VOLUNTEERS

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## SHOULD WE PROVIDE INSURANCE COVERAGE FOR OUR VOLUNTEERS?

Volunteers delivering services for both public and non-profit agencies are subject to all of the same events that would affect paid staff and would create a condition usually protected against through insurance coverage. Examples of these events include accidental injuries to the volunteer, health difficulties of the volunteer, incidents in which the volunteer negligently injures clients or third parties, libel or slander claims, etc. Protection through insurance is thus as natural for volunteer staff of an agency as it is for paid staff.

The determination to provide insurance coverage for volunteers is made in the same manner as if the decision were being made regarding paid staff.

Assistance in determining the need for insurance can be obtained through reference to the personnel or other insurance office of an agency or can be obtained through consultation with private insurance or legal counsel. When in doubt, simply determine whether paid staff would be covered if in similar circumstances.

## WHAT TYPE OF COVERAGE SHOULD BE PROVIDED FOR VOLUNTEERS?

The type of insurance protection to be purchased will necessarily depend upon the precise job and work situation of each volunteer program. Among the types of insurance which might be desirable are:

- 1) Health or accidental injury coverage, or worker's compensation;
- 2) Personal liability for accidental or negligent injuries caused to a client or third party;
- 3) Vehicular insurance, and medical claims coverage related to vehicle use;
- 4) Professional liability.



Not all types of insurance will be appropriate for every volunteer position, and some volunteer jobs may require specialized coverage.

There are a number of different methods through which insurance can be obtained for volunteers. These include:

1. Having the volunteer obtain protection through his personal insurance, such as by coverage added onto a basic homeowner's policy.
2. Having the agency which utilizes volunteers provide coverage either through a special policy or through specific inclusion of volunteers in the basic agency policy which covers paid staff. If this second route is followed, it is essential to obtain a clear agreement with the insurance carrier regarding the coverage of volunteer personnel.
3. Joining with other agencies in the purchase of insurance, or coming under an "umbrella" insurance policy carried by a national organization for its affiliate chapters.

Whatever the method chosen for obtaining insurance coverage, it is highly desirable to seek bids from a number of insurance companies, since this is an area in which widely varying premiums may be quoted.

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## **BUDGETING AND ALLOCATING RESOURCES FOR VOLUNTEER PROGRAM**

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- 1. Space and Facilities**
- 2. Furniture and Equipment**
- 3. Telephone**
- 4. Supplies**
- 5. Printing and Reproduction**
- 6. Postage**
- 7. Insurance**
- 8. Recognition**
- 9. Enabling funds or reimbursements**
- 10. Travel**
- 11. Training or Professional Development**

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## GENERAL RECRUITMENT

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“General” recruitment is the technique of widely distributing recruitment information and then sifting through applicants as they come to your door. The theory is to advertise your need as widely as possible.

General recruitment makes sense if:

- You need large numbers of volunteers (as for a special event)
- Your volunteer jobs do not require any particular skill or long-term commitment.

General recruitment includes:

1. Community TV bulletin boards
2. Mass production of brochures
3. Posters
4. Encouraging “walk-in” traffic
5. Setting up a booth in shopping malls
6. Volunteer Fairs
7. Radio and TV PSAs
8. Newspaper notices
9. Speakers Bureaus
10. Direct mail to the community
11. Newspapers articles on your agency
12. Asking other agencies to refer volunteers to you

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# TARGETED RECRUITMENT

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“Targeted” recruitment is the process of tailoring your recruitment campaign to a particular person or group. Targeted recruitment is often necessary when you are attempting to fill a volunteer position that requires a particular ability on the part of the volunteer, whether it be a specific skill, a higher than usual level of commitment, or simply an attitude. The design of the campaign begins with examining a specific volunteer job that you wish to fill and working through the following questions:

**1. “What do we need for this job to be successfully?”**

What kinds of skills are required?  
What time commitment will be necessary?  
What psychological traits are we looking for?

**2. “Who could provide these things? What types of people are likely to have these characteristics or abilities?”**

Are they of a particular sex or age range?  
What kind of profession are they likely to be in?

**3. “What would motivate them about this job?”**

What psychological needs could this job meet for them?  
What personal concerns can be related to this job?  
What community concerns are addressed by what we do?

**4. “How can we communicate with them?”**

Where do they: live, work, shop, play?  
What do they read/watch?  
Who/what do they relate to?

At the conclusion of this exercise, your portrait of your ideal volunteer for this position should give you the basis for a plan to identify, locate, and communicate with your target population.

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## REASONS PEOPLE VOLUNTEER

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1. Fill time
2. Repay a perceived indebtedness
3. To meet people
4. To have fun
5. To gain skills
6. To gain experience
7. To be visible
8. To gain credit
9. To express their religion or belief
10. To find happiness
11. To use otherwise unused gifts or skills
12. Because of tradition
13. To explore new learnings, ideas, etc.
14. To heal (grief, personal pain, abuses, etc.)
15. To avert loneliness
16. Because of interest
17. As a hobby
18. Out of concern (ecology, child abuse, etc.)
19. To survive tragedy
20. To test leadership skills
21. To gain recognition
22. To acquire self-confidence
23. To right a wrong
24. To work in a safe place
25. To save money (free meals, cut down on utilities)
26. To have a purpose
27. To be a "good neighbor"
28. To get out of the house
29. To keep active
30. To experience new life-styles
31. To feel a sense of power and success



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# **EFFECTIVE RECRUITMENT MESSAGES**

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An effective recruitment message usually has three parts:

## **STATEMENT OF NEED**

Why the job he/she will be doing is important

How the volunteer can solve a problem

## **THE JOB**

The job description

What the volunteers will do

## **THE BENEFIT TO THE VOLUNTEER**

What the volunteer will gain from the volunteer experience

The motivational needs that will be met

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# WHY SCREEN?

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1. The public must be protected. They must be helped, not hindered by volunteer involvement.
2. The agency's reputation is greatly affected by the volunteers who work there.
3. The morale of paid and unpaid staff declines when an inappropriate or poor volunteer placement occurs.
4. The volunteer himself/herself suffers when misplaced.



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## THE INTERVIEW

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1. Use indirect questions such as:
  - “What brings you to our agency?”
  - “What is your best time frame for working?”
  - “What kind of time do you have available for volunteer work?”
  - “What other volunteer or paid work demands do you carry?”
  - “What do you see yourself doing with us?”
  - “What do you expect from your work with us?”
  - “What have you enjoyed most in previous volunteer assignments?  
What have you enjoyed least?”
  - “What would you consider to be the ideal volunteer job for you? Why?”
  - “Why are you interested in doing volunteer work? What are your long-range objectives?”
  - “What do you like to do in your leisure time?”
  - “What is your “energy” or “activity level” and how would you describe your work habits?”
  - “What kind of supervision do you prefer?”
2. Make sure your interview time is uninterrupted.
3. Be an active listener.
4. Answer any questions honestly and openly.
5. Listen to your “gut reactions.” If an answer sounds odd, pursue it.
6. Don’t promise anything if you are not sure of a placement.
7. If they are thinking about signing on, go ahead and make the appointment to recontact them for their answer.
8. Don’t talk too much.
9. Be friendly.
10. If recruiting for a specific job, describe it honestly. Do not hide undesirable facets in the hope that after they’ve signed on they won’t mind. (They will.)
11. Try to assess what needs and motivation they have and match them in your mind to jobs that can meet those same motivations.
12. Never assume anything!

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# **THINGS TO LOOK FOR IN SCREENING VOLUNTEERS**

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- 1. REASONS FOR WANTING TO BE A VOLUNTEER**
- 2. OTHER VOLUNTEER EXPERIENCES**
- 3. AVAILABILITY**
- 4. RECORD OF CRIMINAL CONVICTION**
- 5. COMMITMENT**
- 6. DEPENDABILITY**
- 7. WARMTH/EMPATHY**
- 8. REASONABLE SELF CONFIDENCE**
- 9. INTERESTS/HOBBIES**
- 10. MATURITY**
- 11. PERSONAL STABILITY**
- 12. DEGREE OF PREJUDICE OR JUDGMENTAL ATTITUDES  
TOWARD OTHERS**
- 13. WILLINGNESS TO LEARN AND TO ACCEPT SUPERVISION**

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# ORIENTATION

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To acquaint the volunteer with the agency's programs, its goals, its structure and its ways of work.

An orientation can include:

- Description and history of agency
- The purposes of the agency
- Description of programs and clientele
- Purpose of the volunteer program
- How the agency is organized
- Who are the people in the agency - How do volunteers fit in
- The expectations, rights and benefits of volunteers
- Specific job descriptions
- Presentation of volunteer training schedule
- Facilities orientation or tour

Whatever you include in your orientation, remember that working with law enforcement is a new experience for the volunteer.

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# ORIENTATION CHECKLIST

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## PRE-ARRIVAL

- \_\_\_\_\_ Have work space and supplies ready.
- \_\_\_\_\_ Prepare staff for volunteer orientation and training
- \_\_\_\_\_ Identify a “buddy” for the first day, if appropriate, or contact person available to assist volunteer.
- \_\_\_\_\_ Have supervisor prepared to start training.
- \_\_\_\_\_ Arrange for identification cards or badges.

## ORIENTATION

- \_\_\_\_\_ Welcome volunteer immediately upon arrival. (Can the volunteer gain access to the building?)
- \_\_\_\_\_ Show volunteer his/her work location.
- \_\_\_\_\_ Explain how department/unit functions, including time schedule.
- \_\_\_\_\_ Explain how telephones work.
- \_\_\_\_\_ Explain parking. (Does the volunteer have any transportation/parking problems?)
- \_\_\_\_\_ Explain checking in and out, or time sheets.
- \_\_\_\_\_ Introduce volunteer to the rest of the staff and other volunteers.
- \_\_\_\_\_ Sign volunteer contract or agreement.

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## **WHY PEOPLE DROP OUT OF VOLUNTEERING OR LOSE THEIR MOTIVATION**

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1. Unreal expectations given in recruitment for the task; discrepancies between expectation and reality.
2. Lack of appreciative feedback from co-workers; lack of emotional support.
3. Problems relating to delegation of authority; blocking of initiative, lack of training for the task.
4. Disapproval or devaluation of person's commitment by others whose opinion is important to that volunteer.
5. No sense of making a difference; no reward.
6. No variety in time, energy or levels of commitment.

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## **WHY PEOPLE REMAIN MOTIVATED AND INVOLVED IN VOLUNTEERING**

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1. Sense of making a difference.
2. Feeling of being appreciated.
3. Self-actualizing; feeling competent and adequate; learning.
4. Feeling the support of persons and groups that are important to that volunteer.
5. Involvement in problem solving, decision-making and objective-setting process.
6. Advancement to a higher level.
7. Recognition and meaningful training activities.

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# **THE BALANCE OF RIGHTS AND RESPONSIBILITIES BETWEEN VOLUNTEERS AND PAID STAFF**

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## ***THE VOLUNTEER HAS***

### **THE RIGHT TO:**

1. A job that is worthwhile and challenging.
2. Be trusted with necessary confidential information.
3. Be kept informed on what is happening in the organization.
4. Expect that his/her tasks have been planned for
5. Orientation and training.
6. Receive advice and support from a designated supervisor.
7. Appropriate recognition.
8. Be treated as non-paid staff member.

### **THE RESPONSIBILITY TO:**

1. Know his/her limits.
2. Respect confidences.
3. Follow organizational guidelines.
4. Prepare for each work assignment.
5. Use time wisely; not interfere with other's performance.
6. Acknowledge the need for training and participate fully.
7. Consult with supervisor when unclear on policy or action.
8. Refuse gifts or tips from recipients of service.
9. Work as a team member.

## ***THE PAID STAFF HAS***

### **THE RIGHT TO:**

1. Decline any volunteer thought unsuitable.
2. Expect that the volunteer will complete assignments accepted.
3. Give instructions as to how the work is to be done.
4. Give the volunteer a trial or probationary period.
5. Evaluate the volunteer's performance.
6. Demand quality performance.
7. Report problems and progress to person who coordinates volunteers.
8. Schedule volunteers when work space is available.
9. Own opinion on the merit of volunteer involvement.

### **THE RESPONSIBILITY TO:**

1. Make all necessary qualifications known ahead of time.
2. Provide for adequate time and training for each assignment.
3. Make sure the volunteer understands the task.
4. Set and maintain standards.
5. Provide feedback in constructive terms.
6. Allocate supporting resources; give recognition for work done.
7. Keep good communications with the volunteer program office.
8. Provide adequate, pleasant work space.

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## **SUPERVISION OF VOLUNTEERS**

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### **DO NOT WASTE A VOLUNTEER'S TIME**

More volunteers leave an organization because they are underutilized than because they are overworked. Offer assignments that are productive and challenging.

### **PROVIDE WORK SPACE**

Volunteers deserve clearly designated work space, including storage space for papers, supplies, and correspondence. Make sure any volunteer's shift of duty is comfortable and organized.

### **ACCESSIBILITY TO SUPERVISOR**

Volunteers need accessibility to a supervisor or someone who can answer questions during the volunteer's work shift or when she/he telephones from the field.

### **MOTIVATION**

Motivate volunteers with a positive working atmosphere.

### **SOCIALIZATION**

Some socializing is appropriate as a demonstration of friendliness, without interfering with productivity.

### **TASK ANALYSIS**

The key to the best utilization of volunteers (who are part-time workers) is the task analysis of the work to be done. Break jobs down into segments that can be accomplished in two to five hour shifts.

1. Respect volunteers' work schedules.
2. Allow volunteers their freedom of choice.

### **RECOGNITION**

Both thanks and acknowledgment of input should be continuous. Volunteers are the non-salaried personnel of an organization. Courtesy is a major form of recognition.

### **CORRECT ANY POOR VOLUNTEER PERFORMANCES**

You can recognize the work of all good volunteers by taking action to correct the poor performance of some volunteers. Nobody volunteers to do a bad job. Evaluate whether the volunteer understands what to do and how to do it. If not, train him/her. If there are any organizational obstacles hindering the volunteer's performance, remove the obstacles.

Evaluate the willingness of the volunteer to do what is expected. If they are not willing, consider termination.

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## **RECORDKEEPING**

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Determine what uses from the list below are important to you. Design your recordkeeping system keeping these uses in mind.

### **A GOOD RECORDKEEPING SYSTEM WILL HELP YOU:**

- Keep in touch with what's going on
- Evaluate program effectiveness
- Document volunteer achievement
- Document your own achievements
- Justify program expansion
- Provide information for public relations
- Convince resistant salaried staff of the worth of volunteers
- Develop a program history
- Identify gaps in service
- Support volunteers' personal record keeping
- Be accountable
- Demonstrate community support
- Identify volunteer training needs
- Determine characteristics of volunteers
- Perform long range planning
- Get information to use in recruitment



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# STAFF ASSESSMENT OF VOLUNTEER UTILIZATION

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*This form is to allow you to provide feedback regarding our utilization of volunteers. Please answer all questions as completely as possible. Do not sign the survey unless you wish to. All responses will be kept confidential.*

1. Are volunteers involved in your area of direct responsibility or in your department?  
 Yes     No     Don't know
2. In your experience, are the volunteers with our agency adequately qualified for their positions?  
 Yes     No     Don't know
3. How would you describe the utilization of volunteers in our agency by other staff?  
 Well utilized             Generally well utilized, but some bad use  
 Generally not well utilized     Don't know
4. Are the volunteers with our agency adequately trained for their responsibilities?  
 Yes     No     Don't know
5. Do you think our staff has been adequately trained in how to work with volunteers?  
 Yes     No     Don't know
6. What else should be done to help our staff work better with volunteers?  
\_\_\_\_\_
7. How would you describe the reaction of our citizens to the volunteers?  
 Favorable Mixed             Unfavorable             Don't know
8. What benefits do you think we have gained from the utilization of volunteers?  
\_\_\_\_\_
9. What problems have we created with the use of volunteers?  
\_\_\_\_\_
10. How has your own work load changed as a result of our utilizing volunteers?  
 Lessened                     Remained the same     Increased  
 Changed in type of work being done
11. How would you describe the assistance you have received from the volunteer director?  
 Helpful                     Not Helpful             Don't know
12. Use the space below to make any comments regarding our utilization of volunteers, any additions you would like to make to your answers to the above questions, or any suggestions you have about how we might make better use of volunteers.  
\_\_\_\_\_  
\_\_\_\_\_

Please return this questionnaire to \_\_\_\_\_ by \_\_\_\_\_



# VOLUNTEER POSITION EVALUATION FORM

Name of Volunteer: \_\_\_\_\_ Period Covered By Evaluation: \_\_\_\_\_

Position: \_\_\_\_\_ Date of Evaluation: \_\_\_\_\_

**POSITION GOALS**

	Not Met		Satisfactory		Superior
1. _____	1	2	3	4	5
2. _____	1	2	3	4	5
3. _____	1	2	3	4	5
4. _____	1	2	3	4	5
5. _____	1	2	3	4	5

**WORK RELATIONSHIPS**

	Not Met		Satisfactory		Superior
1. Relations with other volunteers .....	1	2	3	4	5
2. Relations with staff.....	1	2	3	4	5
3. Relations with clients .....	1	2	3	4	5
4. Meeting commitments on hours and task deadlines .	1	2	3	4	5
5. Initiative .....	1	2	3	4	5
6. Flexibility .....	1	2	3	4	5

Comments by supervisor regarding above areas:

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Comments by volunteer regarding above areas:

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Overall, how does the volunteer feel about remaining in this position?

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What else can be done to support the volunteer in this positions or to move the volunteer to a new position?

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Signed:

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Volunteer (Optional)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Scheduled date of the next evaluation. \_\_\_\_\_

# TRUE DOLLAR VALUE OF VOLUNTEERS WORKSHEET

**Volunteer Job Title:** \_\_\_\_\_

I. Equivalent salaried job classification (Based on a comparison of the tasks and responsibilities described in the volunteer job description with those of an equivalent employee)

Equivalent Salaried Job Title: \_\_\_\_\_

II Annual salary for equivalent salaried classification \$ \_\_\_\_\_

III. Value of Benefits Package:

FICA \$ \_\_\_\_\_

Health Insurance \_\_\_\_\_

Life Insurance \_\_\_\_\_

Workers Compensation Insurance \_\_\_\_\_

Retirement \_\_\_\_\_

Other Benefits: \_\_\_\_\_

TOTAL VALUE OF BENEFITS: \$ \_\_\_\_\_

IV. Annual Salary + Benefits Package =  
TOTAL ANNUAL COMPENSATION PACKAGE: \$ \_\_\_\_\_

V. Established Annual Work Hours for  
Agency: \_\_\_\_\_ hours/week x 52 weeks = \_\_\_\_\_ hours

VI. Hours Paid but Not Worked Annually:

Annual Leave \_\_\_\_\_ hours

Paid Holidays \_\_\_\_\_

Paid Sick Leave \_\_\_\_\_

TOTAL HOURS PAID/NOT WORKED \_\_\_\_\_

VII. Established Annual Hours minus Hours  
Paid but Not Worked =  
ACTUAL WORK HOURS ANNUALLY: \_\_\_\_\_ hours

VIII. TOTAL ANNUAL COMPENSATION PACKAGE ÷  
ACTUAL WORK HOURS ANNUALLY =  
TRUE DOLLAR VALUE OF EACH  
HOUR OF VOLUNTEER TIME IN  
THIS JOB DESCRIPTION: \$ \_\_\_\_\_