



**UNITED WAY OF GREATER ST. LOUIS, INC.
Volunteer Center**

13 ELEMENTS OF AN EFFECTIVE VOLUNTEER MANAGEMENT PROGRAM

ELEMENT ONE: PLANNING/RESOURCES

- ✚ The organization has articulated why it wants volunteer involvement and who is defined as a volunteer.
- ✚ The organization has defined the interrelationships between volunteers and staff as well as between direct service and other volunteers (e.g., Board of Directors, advisory council, auxiliary or fundraising groups).
- ✚ Input from administration, staff, volunteers, and clients have been utilized in designing the volunteer management program.
- ✚ The organization has developed written long- and short-term goals and objectives for the volunteer management program in support of its mission.
- ✚ The organization has articulated policies and procedures describing the roles of staff and volunteers in the volunteer management system.
- ✚ The organization has consulted with its insurance provider and provided appropriate insurance coverage for all volunteer needs.
- ✚ Sufficient financial resources and other resources (e.g., administrative support, work space, materials, etc.) have been budgeted for the needs of the volunteer program.
- ✚ All paid staff receive initial and ongoing training in working effectively with volunteers.
- ✚ Whenever the organization plans anything new, it considers how volunteers can be involved and the impact of the new activity on current volunteers as well as the organization's overall mission. Active volunteers are given the opportunity to participate in the planning process.
- ✚ The organization has developed a volunteer handbook detailing the agency's volunteer management program and policies, the volunteer's role, and reporting requirements.

ELEMENT TWO: COORDINATION

- ✚ One specific individual has been designated as overseeing/coordinating the agency's volunteer management program; this may or may not be the individual's only responsibility. A specific, comprehensive written job description exists for this position.
- ✚ This individual is responsible for interfacing with other employees in the management of volunteers.
- ✚ The organization has provided coordination as required by the demands of the size and goals of the volunteer management program.
- ✚ The volunteer management program has appropriate clerical and other administrative support.
- ✚ The volunteer management program coordinator has been given status equal to that of other supervisory/administrative staff.
- ✚ The salary of the coordinator is equivalent to that of other supervisory/administrative staff.
- ✚ The coordinator is evaluated regularly on his/her leadership and vision, as well as on their management of the volunteer program.
- ✚ Volunteers are part of the volunteer program management team.

ELEMENT THREE: VOLUNTEER POSITION DESIGN

- ✚ Employees in all areas of the organization have been invited to create volunteer involvement opportunities.
- ✚ The organization has developed a variety of volunteer role options, allowing for involvement by persons with varying availability and qualifications and flexibility in responding to the needs of volunteers.
- ✚ The organization has detailed written position descriptions for all volunteer positions.
- ✚ Such position descriptions are reviewed and updated annually by staff and appropriate volunteers.
- ✚ When developing new volunteer position descriptions, all risks associated with the activity are reviewed and assessed. Steps are taken to reduce and/or manage such risks.

ELEMENT FOUR: RECRUITMENT

- ✚ The organization has designed and implemented an ongoing volunteer recruitment plan. The plan includes who, how many, when, target audience(s), budget and timeline.
- ✚ There exists a variety of materials and avenues used for volunteer recruitment.
- ✚ Volunteer recruitment materials clearly describe volunteer needs and expectations.
- ✚ The organization strives to incorporate a diverse volunteer force that reflects the community's demographics and brings in a wide a range of skills and backgrounds as possible.
- ✚ Staff and volunteers participate in the volunteer recruitment effort.

ELEMENT FIVE: INTERVIEWING AND SCREENING

- ✚ Volunteer inquiries are responded to within two weeks.
- ✚ An interview, either face-to-face or via the telephone, is held with each prospective volunteer to determine a mutually acceptable assignment.
- ✚ All prospective volunteers complete a volunteer application.
- ✚ There exists a criterion for appropriate screening measures to ensure client, staff, and volunteer safety for each volunteer position. Such criteria is shared with prospective volunteers and used consistently.
- ✚ The organization is willing to turn down volunteer applications when warranted.

ELEMENT SIX: ORIENTATION

- ✚ A standardized orientation is provided to help all volunteers become familiar with the purpose, structure, and policies of the organization.
- ✚ The orientation reviews the volunteer's role and responsibilities as well as the volunteer management program.
- ✚ All volunteers receive a copy of the volunteer handbook during the orientation; the handbook is reviewed and volunteer's questions are answered at this time.

ELEMENT SEVEN: TRAINING

- ✚ Ongoing training has been designed for volunteers based on each position description.
- ✚ Provision has been made for continued training of volunteers.
- ✚ Training of volunteers is integrated, whenever possible, into the training of paid staff.
- ✚ Volunteers are involved in the design of their training.
- ✚ Volunteers are given the opportunity to participate in ongoing staff activities/functions (e.g., meetings, training, events, etc.)

ELEMENT EIGHT: VOLUNTEER/EMPLOYEE RELATIONSHIPS

- ✚ The climate within the organization is conducive to productive volunteer involvement.
- ✚ The organization considers the ability to work with volunteers to be an important element of successful employment with the organization.
- ✚ All staff receives training in effectively working with volunteers.
- ✚ The organization recognizes those staff members who work well with volunteers and takes action to improve the performance of those who are not as strong in this area.

ELEMENT NINE: SUPERVISION

- ✚ Provisions have been made for supportive supervision of all volunteers. Such supervision includes guidance in completing activities, support, and evaluation.
- ✚ Volunteers are made aware of their supervisor and the supervision plan.
- ✚ The organization has a procedure for supervising volunteers who do not work on site.

ELEMENT TEN: RECOGNITION

- ✚ All volunteers, including the Board of Directors, are appropriately recognized by the organization.
- ✚ Formal and informal recognition plans have been developed and implemented. Such plans are reviewed annually.
- ✚ Volunteers are provided the opportunity to give input on the type(s) of recognition received.
- ✚ The organization finds opportunities to share the accomplishments of volunteers with the public, funders, and other supporters.
- ✚ Top agency administration demonstrates support for the volunteer and the volunteer management program.

ELEMENT ELEVEN: RECORD KEEPING AND REPORTING

- ✚ Confidential personnel records are kept for each volunteer.
- ✚ Such records reflect all contact with the volunteer.
- ✚ Reports are kept by the volunteer management program coordinator on the progress and activities of the volunteer management program
- ✚ Access to confidential personnel records is limited to appropriate staff in a secure location.

ELEMENT TWELVE: EVALUATION

- ✚ Individual performance reviews of volunteers are conducted at least annually. Volunteers are given constructive feedback on areas for growth as well as strengths and accomplishments.
- ✚ Volunteers are provided with opportunities to provide feedback on their volunteer experience.
- ✚ Volunteers leaving the organization are provided an exit interview.
- ✚ Volunteer assignments are assessed regularly.
- ✚ The volunteer management program is evaluated annually based on goals and objectives of the agency and volunteer accomplishments. Staff and volunteers have the opportunity to give input on the overall program's effectiveness.

ELEMENT THIRTEEN: VOLUNTEER INPUT

- ✚ The agency has clearly established channels for volunteers to voice opinions and make suggestions.
- ✚ Volunteers are part of the decision-making process for the volunteer management program.
- ✚ The organization utilizes the ability of volunteers to be public educators on the agency's behalf.

Source: "Volunteer Management Audit" by Susan J. Ellis, ENERGIZE Associates