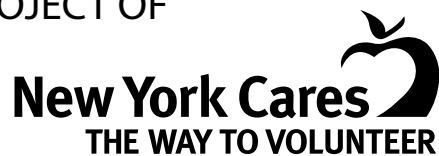


Great Volunteer Management System

A PROJECT OF



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November 2014

About New York Cares

New York Cares is New York City's largest volunteer management organization. New York Cares runs vital programs for 1,300 nonprofits, public schools, and city agencies to help people in need throughout the five boroughs, and does so at no cost to the recipient organizations. Since 1987, New York Cares has made it easy for all New Yorkers to work together to strengthen the city.

New York Cares' 62,000 volunteers are hard at work 365 days a year, teaching children the joy of reading, helping low-income students get into college, providing job training to unemployed men and women, giving companionship to elderly nursing home residents, revitalizing public parks and schools, serving meals to homeless and housebound people, donating coats, and more. Last year, New York Cares helped more than 400,000 at-risk New Yorkers. To learn more, visit newyorkcares.org.

About NYC Service

NYC Service promotes volunteerism, engages New Yorkers in service, builds volunteer capacity, and mobilizes the power of volunteers to impact NYC's greatest needs.

The vision of NYC Service is to inspire and empower all New Yorkers to volunteer and serve NYC and each other.

NYC Service launched in April 2009 in response to President Obama's national call for volunteerism and a goal of engaging 100 million Americans in service by 2020. New York City was the first "City of Service" and since NYC Service launched five years ago, over 190 US cities have joined the Cities of Service network.

Today, NYC Service focuses on 12 strategic programs and 20 volunteer impact initiatives that will expand our outreach to individuals, government, organizations, and corporations to help all New Yorkers to volunteer. To learn more, visit nyc.gov/service.

Objectives

Volunteers are critical to the mission and success of nonprofits.

Volunteers engage community.

Volunteer management takes an investment of time and energy, and requires systems and processes to ensure volunteers are well supervised and used strategically.

This volunteer management system guide will support the design of a framework of your volunteer program. We present a number of volunteer management topics, each with a brief overview that helps define it and illustrate why it is important. Each overview is followed by examples of best practices culled from a variety of sources and organizations. Some sections include tips or websites for further exploration. Each topic is accompanied by a variety of tools, worksheets, examples, and resources designed to help you improve your organization's volunteer management.

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Topic 1: Engaging Volunteers Strategically in Your Organization

Great volunteer management occurs when it is a critical part of an organization's strategic plan. The best volunteer programs engage volunteers as a priority. Share your strategic plan with your volunteers. Knowing your organization's mission, vision, current priorities, and goals will give volunteers an incentive to buy-in to your work, commit, and continue to return to volunteer.

Ensure support for volunteer programs from Executive Leadership, including your Board of Directors, and look for strategic ways to build capacity with your volunteers. Work within all levels of your organization to formalize the role of volunteers by specifically including volunteers in strategic plans, program goals, and by creating specific roles for volunteers. Reimagine your strategic plan and goals, and create clear and specific roles for volunteers. Volunteers are cost effective, but require investment. Investing in volunteers as a resource can ensure they are used strategically.

Best Practices:

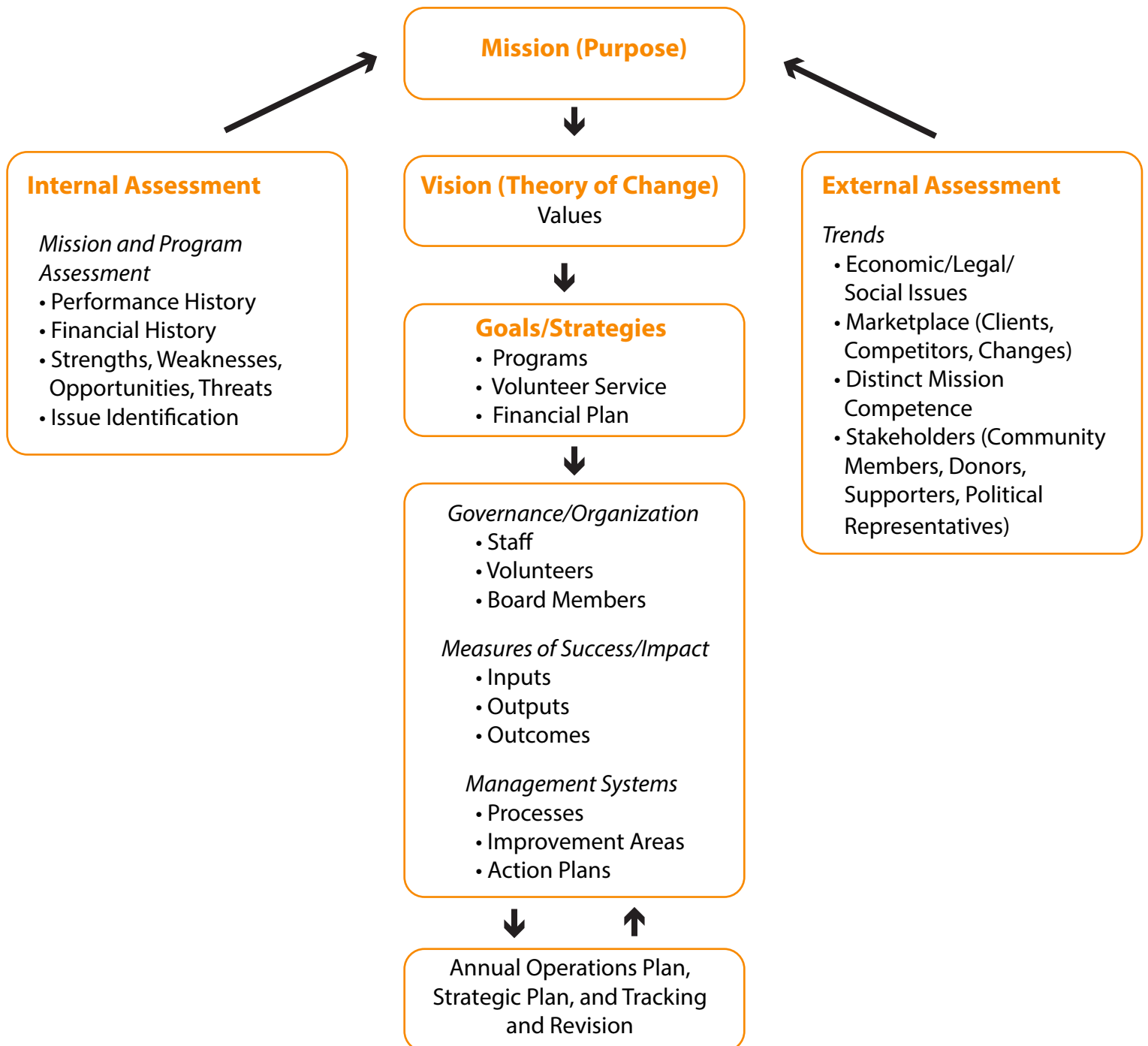
- Create your organization's strategic plan with volunteers as a critical goal and strategy (use worksheet 1 as a starting point).
- Establish volunteer service as a goal within the organization's strategic plan and annual objectives.
- Engage all staff, from custodial to Executive Leadership, in conceptualizing how volunteers could support and advance their work. This creates a culture shift and allows all staff to see how volunteers can help expand your reach as opposed to being a task or chore.
- Designate one or more staff members to coordinate volunteers.
- Include volunteers on your organizational chart to show their reporting structure and importance.
- Share your mission and goals with volunteers early and often.
- Put volunteers' work into context (i.e. let them know how long it would have taken paid staff to do the same task).
- Provide impactful statements and statistics that demonstrate how volunteers support your work.
- Recognize staff who work with volunteers by including them as part of their review process and on-going management.
- Share successful use of volunteers to other staff members to make them aware of ways that volunteers being used efficiently and effectively at your organization.

TIP:

The estimated value of a volunteer's time is \$26.45 per hour in New York and \$22.55 per hour nationally. (2013 independentsector.org)

Worksheet 1: Develop a Strategic Plan with Volunteer Service as a Critical Goal and Strategy

Use this strategic plan outline to analyze your organization's mission, purpose, and objectives as they relate to volunteers. Each component should inform each other. Internal and external assessment of your work should inform your planning, your activities, and how you measure your work.



Worksheet 2: Volunteer Management Reflection Worksheet

Answer the following questions to get to know your current volunteer program and identify areas for improvement.

Is there something unique you have done to help attract or retain volunteers at your organization?

What do you see as one of the major challenges to your organization's current volunteer management structure, or to your own work in managing volunteers?

Is there a larger barrier (internal or external) that you or your organization faces when it comes to improving volunteer management practices or systems?

What skills and practices would you like to work on that relate to your management of volunteers?

What can your organization as a whole do to better support new and current volunteers?

Worksheet 3: Engaging Staff from Outside the Volunteer Management Team in Defining Volunteer Roles

Answer the following questions to get to know your current volunteer program and start to identify areas for improvement.

Are there aspects of your organization's volunteer support system that you would like to improve (e.g., feedback structure, policies, and procedures, etc.)? Identify 1-2.

Who else from your organization will you involve to engage in supporting volunteers? Identify 1-3 staff.

What next steps do you need to take to incorporate and streamline the task of supporting volunteers across staff in your organization?

Topic 2: Using Volunteer Position Descriptions

Volunteers and staff benefit from clear position descriptions that detail expectations for volunteers and for those who are supervising volunteers. Like job descriptions, good volunteer position descriptions clearly outline responsibilities and expectations. Done well, they are critical tools for training, as well as for providing feedback to volunteers both during and after assignments.

Position descriptions should be written and shared and should include details such as duration of the project; time commitment; necessary skills, training, or languages; and other particulars specific to your organization and the volunteer role. When you have determined the ideal roles for volunteers at your organization, you will also need to decide what kind of volunteer commitment best fits each position. Volunteers can be one-time, episodic, semi-committed, very-committed, or nearly full-time, as in the case of interns or AmeriCorps members. If it supports your mission and programs, it's helpful to have a variety of short- and long-term volunteer positions available to engage a diverse mix of volunteers.

Best Practices:

- Engage staff who will be working with volunteers in creating volunteer position descriptions so they feel comfortable training and providing feedback to volunteers.
- After volunteers have completed an assignment, ask them if the project fit their expectations and revise the position description as needed; volunteers are more likely to return if their expectations are met, even if the assignment is difficult.
- Create action-oriented descriptions that lead with verbs to get volunteers excited. Include specific project details and impact to keep volunteers' attention.
- Ensure that volunteers know how they will receive evaluation and feedback and understand they are valued members of the organization.
- If you are interviewing for a very-committed, full-time, or leadership volunteer, have a staff person conduct a prescreening either by phone or in-person, to review position descriptions and other critical information.

Worksheet 1: Volunteer Gap Analysis Worksheet

Use the worksheets on the following pages to help you think about the volunteer roles you need to develop or refine at your organization.

First, you will focus on the gaps between the volunteer positions your organization currently has, and the volunteer positions your organization wants to create. This will help you identify some of the volunteer roles that are missing from your menu of volunteer opportunities.

Next, you will have a chance to align the volunteer roles you hope to develop or refine with your current organizational priorities and goals. Connecting volunteer roles to your strategic goals and priorities will help shed light on which volunteer positions your organization should focus on developing first.

Worksheet 1: Volunteer Gap Analysis Worksheet

I. Volunteer Role Gap

Note: Use information gathered from your organization and colleagues to help you determine the new volunteer roles you want to develop. See examples in italics below.

Identified Need in Organization (based on your own assessment and colleague's input)	Is there a current volunteer role that can help address the identified need? If so, which role?	Roles to develop or refine in order to address identified need
<i>Classroom management</i>	Yes, "student buddies"	
<i>Classroom content is out of date</i>	No	<i>Add curriculum developer role</i>

Worksheet 1: Volunteer Gap Analysis Worksheet

II. Aligning Volunteer Roles with Mission and Strategic Goals

Connect proposed volunteer roles to your organization's mission and strategic goals. See examples in italics below.

Volunteer role to develop or refine (based on your own assessment and colleague input)	With what organizational goals or priorities does this volunteer role align (if any)?	How does the role or task align with your mission or an organizational goal/priority?
<i>E.g. Curriculum Developer</i>	<i>Provide program-rich environments in youth clubs</i>	<i>Develops issue area content for use in youth clubs</i>

Worksheet 2: Volunteer Position Description Worksheet

The volunteer position description outlines the responsibilities and benefits of specific volunteer opportunities, and identifies what support or training the organization will provide. A well-thought-out description helps strengthen recruitment efforts because it defines the assignment and details the skills, abilities, and interests integral to performing the task successfully.

A volunteer position description should include the following components:

Title

Provide a short, descriptive title that gives the volunteer a sense of identity. This will also help program staff and other volunteers understand the assigned role.

Purpose/Objective

Use no more than two sentences to describe the specific purpose of the position. If possible, state the purpose in relation to the nonprofit's mission and goals.

Location

Describe where the person will be working.

Key Responsibilities

List the position's major responsibilities. Clearly define what the volunteer is expected to do as part of this assignment.

Qualifications

Clearly list education, experience, knowledge, skills, and age requirements. Also note if the opportunity is accessible to people with disabilities. If a background check is required, it should be indicated here.

Time Commitment

Note the duration of the assignment, hours per week, and/or other special time requirements.

Training/Support Provided

Define the nature and length of all general and position-specific training required for the assignment. Also list resources and other support available to the volunteer.

Benefits

Describe benefits available to the volunteer, such as lunch, a T-shirt, and personal development opportunities.

Volunteer Supervisor and Contact Information

List the staff person or volunteer leader who will be working most directly with the volunteer. Share how and when the volunteer will be evaluated and provide supervisor contact information.

Worksheet 2: Volunteer Position Description Worksheet

Use this worksheet to outline the responsibilities and benefits of specific volunteer opportunities, and to identify what support or training the organization will provide the volunteer. Remember to be as detailed as possible and to use clear language—no jargon or acronyms that new volunteers may not understand.

Title: _____

Purpose/Objective: _____

Location: _____

Key Responsibilities: _____

Qualifications: _____

Time Commitment: _____

Training/Support Provided: _____

Benefits: _____

Volunteer Supervisor: _____

Phone: _____

Email: _____

Program Website: _____

This form is modified from The Points of Light and the [HandsOn Network](#).

Worksheet 3: Creating a Volunteer Listing

Use this worksheet to craft a volunteer description. This information could be used in a email or even a volunteer database site, such as nyc.gov/service, to recruit people for position. Though it's good to keep your description lighthearted and accessible, the key qualifications and availability requirement information from the previous pages should be prominently featured in your messaging. Consider who might be happy or qualified for this role other than a professional.

Use the space below to draft your own listing.

Headline
WANTED: Shower Singers, Karaoke Artists, Professionals, and Everyone in Between with a Love for Singing!
Text
Work with choral students, grades three through five, by sitting throughout the group and keeping everyone focused on learning two- or three-part songs. While no experience is required, we are looking for a piano accompanist. Position is twice monthly through June.

Headline
Text

Headline
Text

Topic 3: Tailoring Volunteer Recruitment and Messaging

With many other organizations, interests, and hobbies competing for people's free time, it is critical to develop a recruitment plan that is targeted to your ideal volunteer populations. Simply posting information on your website and hoping that volunteers will come to you is unlikely to generate interest in today's crowded communications landscape.

Once you have developed your volunteer position descriptions, use them to think about ideal availability or skills you will need, and begin to design your recruitment plan using those as a guide. For example, many adults are not available during 9 a.m. to 5 p.m., but college students and older adults often do have free time during the day. Specific skill sets, whether language fluency or construction skills, may guide your recruitment efforts toward particular affinity groups or trade unions. Be sure to vary and test recruitment strategies, and ask volunteers how they found out about your organization so you can measure what works best. Remember to mention the benefits of volunteering, such as gaining new skills and making new connections, as you craft your recruitment messaging.

Best Practices:

- A key reason people volunteer is because they are asked. Make sure your recruitment message has a clear ask and description of what you would like volunteers to do. Never be vague!
- If you are targeting specific skill sets, make sure to include them in your messaging. Volunteers who speak another language or have a specific skill will likely be excited to engage. Blanket messages are rarely effective.
- Use a range of recruitment tools, including your website; social media like Facebook and Twitter; direct outreach like mailings, email, and phone calls; and indirect outreach and public relations like news articles, word of mouth, and other websites. Organizations like nyc.gov/service, idealist.org, volunteermatch.org, and New York Cares are often great places to list and post volunteer opportunities.
- Think broadly about who can be a volunteer. If you serve students or clients, they themselves, as well as their families, are a great starting point for recruitment.
- Share the benefits of volunteering in your outreach messages. This will help you to recruit volunteers.

TIP:

In-person asks are highly effective. Don't forget to ask your already-dedicated volunteers to help with recruitment.

More information about the benefits of volunteering can be found at nationalservice.gov.

Worksheet 1: Volunteer Recruitment Strategy Worksheet

Develop a volunteer recruitment strategy for at least two of your organizations volunteer positions.

Volunteer Role	Target Audience(s)	Recruitment Tactic	Frequency	Cost/Time	Person/Dept. Responsible for Implementing

Worksheet 2: Volunteer Recruitment Messaging Worksheet

Take some time to work through the elements that should be included in your messaging for a specific volunteer position at your organization.

Volunteer position:
Organization:
Duration and schedule:
Target audience:
Need that the position addresses:
Why your audience should care:
Benefits to volunteer, organization, and community:
How volunteers can get involved:
Contact information:

Topic 4: Creating an Official On-Boarding Process

A clear and official on-boarding process for volunteers is a crucial and often overlooked facet of good volunteer management. It is critical to maintaining the safety of staff and clients, setting expectations for volunteers, and educating volunteers about your organization. Your on-boarding process should be unique to your organization but at a minimum, should include a volunteer application or intake form and an interview or orientation.

If this is your first time setting up a volunteer program, it is wise to check in with your Human Resources team or a lawyer to help define policies and procedures that are important to your site and clients. Once you have identified key policies and procedures to which volunteers must adhere, you can determine what kind of tracking system, intake forms, and screening processes will best fit your needs and the commitment level of your volunteers. If you are planning to use a background check to screen volunteers, we recommend Go Pass. The Go Pass initiative, a partnership with the Department of Education and NYC Service, offers nonprofits a simple and reliable volunteer screening process that helps reduce costs and enhance safety and security.

Best Practices:

- Have a volunteer application or intake form that is easy to find and complete, whether online or in paper form.
- Have clear policies and procedures and share them so volunteers are prepared from the start. These should be delivered in writing via email, website, or paper.
- Determine and enforce a screening process for volunteers. Your organization should have one voice when it comes to determining who can and cannot volunteer.
- Be sure your policies and procedures are up to date and legally compliant with all laws. For example, *The New York Nonprofit Revitalization Act of 2013* may require your volunteers be notified of your organizations whistleblower policy.
- Make sure your on-boarding process is commensurate with the commitment level of your volunteers. If you use one-time volunteers, a background check is probably not cost effective.
- Make sure that all volunteers have an orientation that gives them an opportunity to learn about your organization.
- Consider an interview for longer-term volunteers and volunteer leaders so you can gauge and match their interests.
- Ensure clients and staff can easily identify volunteers by using nametags.
- Encourage volunteers to have written personal development goals and desired outcomes for their volunteer experience.

TIP:

Google Forms is a great online tool for organizations that lack a budget for complex online forms or databases.

Visit nycgopass.org for information on background screening.

Worksheet 1: Intake Process

All of my organization's prospective volunteers...

	Check all that apply:
Have an in-person interview	
Fill out an application	
Go through a third-party background check	
Sign a volunteer agreement	
Get a response within two days	
Tell us their interests and skills	
Have an in-person interview	
Are matched to volunteer positions based on the skills and interests they express?	
Receive a copy of our policies and procedures or a set of ground rules	
Submit resumes and/or cover letters	

Add additional steps to your intake process below

Worksheet 2: Sample Volunteer Application



Volunteer Information Form

The information you provide on this sheet enables us to send you important volunteer information and other correspondence and assists us in helping you find suitable projects. Please fill out this form in its entirety. All items with ► **MUST** be completed.

OFFICE USE ONLY

Orientation Date:

Entered:

Initials:

PERSONAL INFORMATION (REQUIRED)

PLEASE PRINT LEGIBLY

► Dr. Mrs. I am over 18 years of age

► Mr. Ms. First Name _____ Middle Initial _____ Last Name _____

PREFERRED MAILING ADDRESS This is a: Home Address Business Address

► **TELEPHONE/E-MAIL**

Company Name (if this is a business Address) _____

Preferred _____ Ext. _____

► Street _____ Apt. _____

Secondary _____ Ext. _____

► City/State/Zip _____

E-mail – Please clearly print your preferred e-mail address.

BUSINESS INFORMATION

Occupation _____

► MAILING PREFERENCES

► Title _____

I would like to receive:

Company _____

The Calendar e-mail: a monthly guide to projects and events

The Program Guide: an annual printed guide to our projects

The Hot Projects e-mail: a weekly guide to projects that need volunteers

EMERGENCY INFORMATION

In the event of an emergency, please contact:

From time to time, New York Cares will send you information about our Happy Hours and other Fundraising events. If you DO NOT wish to receive these emails, please check this box

Name _____

Phone _____ Relationship _____

VOLUNTEER INTERESTS (PLEASE CHECK ALL THAT APPLY)

Adult Education/ Job Readiness

Children's Sports

Financial Literacy

SAT Prep

Adults and Children with Special Needs

Computer Tutorials

Hunger

Seniors

Animal Care

Environment

New York Cares Office and Event Support

Support for People Living with HIV/AIDS

Children's Arts

(Parks and Community Gardens)

Painting, Sorting, and Revitalization

Children's Education

English for Speakers of Other Languages

SKILLS (PLEASE CHECK ALL THAT APPLY)

Administrative/Office

Finance

Photography

Instructor/Certification (Please Specify)

Arts & Crafts

Gardening

Sports Coaching

Computers/Technology

Murals/Fine Art

Teaching/Tutoring

Construction/Carpentry

Painting

Video/Film

Other (please specify)

Curriculum Design

Performing Arts (please specify)

Writing

Desktop Publishing/Graphic Design

What Language(s) Do You Speak?

PLEASE CONTACT ME ABOUT: (PLEASE CHECK ALL THAT APPLY)

Annual Events Planning

Speakers Bureau

Becoming a Site Captain

Asking my company for in-kind gifts (please specify)

Fundraiser Event Planning

Office Work

Asking my company for financial Contributions

Emergency Response Volunteering

Becoming a Team Leader

PLEASE FILL OUT THE ADDITIONAL INFORMATION ON BACK

11/09

Worksheet 2: Sample Volunteer Application

MY GENERAL AVAILABILITY IS: (PLEASE CHECK ALL THAT APPLY)

Weekday Pre-9a.m. Weekday 9 a.m. – 12 p.m. Weekday 12 p.m. – 6 p.m. Weekday Eve. 6 p.m. – 9 p.m. Saturday Sunday

I LEARNED ABOUT NEW YORK CARES THROUGH:

Friend Media Volunteer Event Employer Internet Flier Street Fair Celebrity Ad Other _____

DEMOGRAPHIC INFORMATION (OPTIONAL)

New York Cares is dedicated to developing a volunteer base as diverse as the city we serve. Please help us chart our progress by providing the following:

Gender: Male Female Date of Birth: _____ / _____ / _____ **(Please note: All New York Cares Volunteers must be 18 years of age or older)**

Race/Ethnicity: Hispanic/Latino White American Indian/Native American Black/African American Asian Hawaiian/Pacific Islander Other _____

Age Range: 18-24 25-34 35-44 45-54 55-59 60+

LEGAL INFORMATION (REQUIRED)

New York Cares organizes many volunteer programs serving children. Because we work with a variety of childcare agencies, some of which are government-regulated, we must ask you to provide the following information. Please respond even if you do not anticipate volunteering with children at the present time. Thank you for your cooperation.

DECLARATION OF CONVICTIONS OR PENDING CRIMINAL ACTIONS

List below any convictions for violations of law (other than traffic violations) in this state or elsewhere, and all charges currently pending anywhere. **IF YOU DO NOT HAVE ANY CONVICTIONS, THE "NONE" BOX MUST BE CHECKED. IF THE BOX IS NOT CHECKED, YOUR FORM WILL BE RETURNED TO YOU.**

NONE

Date of Conviction	Offense	Court & Location	Disposition & Penalty
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CHILD ABUSE AND MALTREATMENT BACKGROUND INFORMATION

1. Are you the subject of an indicated child abuse and maltreatment report of file with the New York Central Registry of Child Abuse and Maltreatment (SRC) or elsewhere?

NO YES

If yes, please provide date(s), description(s) and explanation(s) of incident(s).

2. Have you ever been terminated, suspended, placed on probation, reprimanded or otherwise penalized by an employer for child abuse and/or maltreatment in New York State or elsewhere?

NO YES

If yes, please provide date(s), description(s) and explanation(s) of incident(s).

REFERENCES (PLEASE LIST TWO PERSONAL OR PROFESSIONAL REFERENCES)

Name	Address (or email address)	Phone	Relationship
------	----------------------------	-------	--------------

Name	Address (or email address)	Phone	Relationship
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WAIVER

I have read and understand the Volunteer Policies and Procedures of New York Cares. By signing below, I agree to the following: I attest that I am physically fit and prepared to volunteer. In consideration of my acceptance as a volunteer, I hereby agree to release, defend, indemnify and hold harmless New York Cares, Inc. and its affiliates and sponsors and their officers, directors, employees, representatives and agents, from any and all claims for expenses, personal injury, losses or damages that may be incurred or caused by me during or in connection with my volunteering, whether arising from the negligence of such persons or otherwise. I understand that when I am volunteering through New York Cares, I will be under the supervision and control of a New York Cares Project Partner. I understand that I will not be under the supervision and control of New York Cares, Inc. I grant full permission for organizers to use photographs, portraits, films and videos of me and quotations made by me in legitimate accounts and promotions of this event and New York Cares, Inc. I understand that New York Cares, Inc. reserves the right to collect additional information about me in the future as deemed necessary.

Signature _____ Date _____

DECLARATION

I declare that all of the statements made on this form are accurate and complete to the best of my knowledge.

Signature _____ Date _____

Worksheet 3: Agenda for a 60 to 90 Minute Orientation

This can be scaled back for one-time or episodic volunteers.

Welcome and Introduction (10 - 15 minutes)

Use this time to welcome new and/or potential volunteers to the program. Have participants and staff self-introduce, or implement an “ice breaker” by pairing volunteers with each other (or with staff or seasoned volunteers) and having them introduce each other.

Program History and Mission (10 - 15 minutes)

If you want your volunteers to feel engaged, it is critical that you help them understand your organization’s program history, mission, and philosophy. If the history is lengthy, concentrate on highlights and supplement with timeline handout. If a video is available, this is the time to show it!

The Importance of the Agency’s Volunteer Service to the Community (10 - 15 minutes)

Success stories (preferably provided by volunteers) and an overview of opportunities will give new and potential volunteers an understanding of the program’s impact and the significant difference they can make.

Expectations (10 minutes)

This information is crucial and needs to be presented in a clear and straightforward manner. Include a discussion about how volunteers will be evaluated and about volunteer responsibilities. Reference your Volunteer Handbook and review bullet points of prohibited behaviors and consequences.

Volunteers need to know that your organization values their commitment and will provide support and ongoing training opportunities as needed. Review your agency’s grievance process and Volunteer Agreement. Mention the benefit of volunteering here as well.

Next Steps for the Volunteer Placement Process and Questions (5 - 10 minutes)

For potential volunteers who have not yet completed an application or interview, distribute applications, and explain the process. For others, explain the next step to placement.

Adjourn for refreshments and informal discussion among new volunteers, seasoned volunteers, and staff. Or, consider having experienced volunteers perform a fun role-play related to their volunteer experiences.

Topic 5: Ensuring a Great Experience for Volunteers

You can ensure the goals of your assignments are met and inspire your volunteers to work with your organization again by making sure you are facilitating and providing a great volunteer experience every time. A volunteer who was asked to complete tasks not originally assigned, or who was not well utilized during an assignment, is unlikely to be productive on-site and unlikely to return to your agency again.

Ensuring a great experience for volunteers means more than planning an excellent project; it means eliciting and providing feedback, confronting issues as they happen, and encouraging volunteers to step into leadership roles.

Best Practices:

- Make sure the volunteer tasks and timeline for your assignments match the position descriptions you have provided for each volunteer.
- Never waste a volunteer's time. Make sure volunteer projects are meaningful to your organization and clients.
- Provide every volunteer with a designated supervisor (volunteer or staff) for every assignment.
- Provide an official nametag or badge to volunteers and address volunteers using their first names.
- Ask volunteers for feedback about their experiences and for suggestions for improvement.
- Give volunteers feedback. Recognize great behaviors and give shout-outs with specific examples to those who have done an excellent job. If a volunteer needs to improve, offer concrete suggestions.
- Sometimes things are out of your control—clients might be late to a project, weather might literally dampen spirits. When situations like these occur, be honest with volunteers, apologize early, and encourage volunteers to come again to see your organization at its best.
- If it is your first time planning a specific type of volunteer program, source information on scheduling and feasibility from colleagues or contacts at similar organizations. There are also many additional resources online that can help you obtain this type of information.

TIP:

There are lots of resources about volunteer management. For more tips and examples visit:

- idealist.org
- energizeinc.com
- handsonnetwork.org
- nationalservice.gov

Worksheet 1: Scenarios for Working with Volunteers

Discuss the following scenarios with colleagues to develop ideas on how you would give volunteers feedback. Suggested responses can be found on the next page.

Scenario #1

A local public school has a mentoring program for some of its students. Every month, all mentors and students go on a field trip together, accompanied by two school staff members. During last weekend's field trip to the Bronx Zoo, Jane, one of the volunteer mentors, purchased a stuffed animal and a T-shirt for her student mentee. After seeing their peer with his new souvenirs, all of the students started asking for their own toys and souvenirs, but purchasing gifts is against the rules of the mentoring program. This created a conflict for the other mentors. After the program, three mentors and two parents called the school to complain about the incident. As the head of the mentoring program, what do you say to Jane?

Scenario #2

A senior center has a robust volunteer program, and every volunteer goes through a standard on-boarding process with you, the volunteer manager. Last week, when you arrived to greet volunteers, you found that several had arrived early and were already engaging with the seniors who had been eagerly waiting to greet them. You quickly noticed that one of the new volunteers, Dan, had brought a friend who you had never met before and who had not participated in an orientation or any other part of your on-boarding process. Dan and his friend Alex were playing a game of Backgammon with one of the seniors and seem to be having a great time. What do you say to Dan and his friend?

Scenario #3

As the volunteer manager at a homeless shelter, you pride yourself on providing a positive and welcoming community for both residents and volunteers. Over the past few weeks, you have noticed that one of your volunteers, Maria, has seemed disengaged and uncomfortable around some of the residents. Today, on the assembly line during meal service, you see that Maria isn't being friendly or welcoming to the residents. Maria is a volunteer from the Workforce Development Corporation and still needs to fulfill 15 hours of service. As her supervisor, you need to submit a mid-term evaluation, but want to have a discussion with her first. What do you say to Maria?

Worksheet 1: Working with Volunteers Scenarios

Suggested responses

Scenario #1 – Local Public School

Here's the problem:

- Jane did not follow established policies and procedures.
- Jane has caused conflict for both fellow volunteers and clients.

A few solutions:

- Be clear about your policy before the project, and reiterate it several times. Preventing this behavior is easier than dealing with it after the fact.
- Talk to Jane and explain to her what the problem is. Make sure she understands what she did wrong, and it is a clear policy violation.
- Address the situation with the other volunteers and parents. Apologize and let them know you are addressing the incident with Jane and it won't happen again.

Keep in mind:

- You should review important policies with volunteers when they begin volunteering. Provide volunteers with a copy of important policies for their records.
- Ask volunteers to sign that they have received a copy of your policies and procedures, and they understand them. This will help you hold volunteers accountable.
- When talking to Jane, be clear about expectations and next steps. For example, you can refer back to the policies and procedure document Jane signed to make her accountable for her actions. For next steps, let Jane know what you expect from her going forward. If this affects her volunteer status, or might in the future, clearly explain the consequences she faces (e.g., "If this happens again, it will affect your ability to volunteer with us").
- When addressing the other volunteers and parents, assure them that you are dealing with the situation, but do not comment on specific action you are taking with regard to Jane's status. Maintaining confidentiality for Jane is important as well.

Scenario #2 – Senior Center

Here's the problem:

- Alex has not been through your training and onboarding process, so you do not have any information on him and he has not signed a liability waiver.
- Dan has disregarded your policy on bringing guests to projects.

A few solutions:

- Pull Dan and Alex aside and explain the required training and on-boarding. Make sure that both Dan and Alex understand the problems caused by Alex's presence.
- Let Alex know that he cannot remain on the project. Encourage him to sign up for your next training, or fill out a volunteer application so he can join in next time.
- Remind Dan that it is not acceptable for volunteers to bring guests to projects. Explain that Alex is more than welcome to return next time if he goes through the appropriate training process.

Worksheet 1: Working with Volunteers Scenarios

Keep in mind:

- You should review important policies with volunteers when they begin volunteering, including your policy on bringing guests.
- Ask volunteers to sign that they have received a copy of your policies and procedures, and they understand them. This will help you hold volunteers accountable.
- When talking to Alex, be as positive as possible. Even though he cannot stay and will need to come back, you want to encourage him to take that next step and not be discouraged.
- When addressing Dan, be clear that this rule was clearly stated when he agreed to your policies and procedures. If this affects his volunteer status or might in the future, clearly explain the consequences he faces (e.g., "If this happens again, it will affect your ability to volunteer with us").

Scenario #3 – Homeless Shelter

Here's the problem:

- Maria is not engaging with the clients.
- Maria is not providing the quality of volunteer service that your organization expects.

A few solutions:

- Set up an appointment to speak with Maria privately. These conversations should not happen in front of clients or other volunteers.
- Explain to Maria why it is important for her to engage with the clients and be welcoming when providing service.
- Give Maria clear guidelines on how to improve her performance.
- Be honest about your evaluation. Let Maria know what it will say and how she can change your perception.

Keep in mind:

- Playing to the volunteer's strengths and preferences is important. Maria may not be doing the right job. Talk to her about what she likes and dislikes about volunteering with you. For example, perhaps she truly enjoys chopping the veggies and washing dishes, but doesn't know what to say to clients. In that case, perhaps she would provide better service if you stationed her in the kitchen instead of on the meal service line.
- Set expectations in the beginning. When Maria first comes to meet with you and informs you that she will need a review, let her know what you need to see in order for her to receive a favorable review.
- Speak with Maria as soon as you notice the unacceptable behavior. Don't wait until review time! Instead, give her the chance to impress you and turn it around.

Worksheet 2: Volunteer Evaluation and Feedback Form

The following form can be modified to fit the needs of your organization.

Volunteer Name	Volunteer Role		
Date Started	Date		
<i>On a scale of one to five (five being best), rate the above volunteer on the following elements:</i>			
The volunteer is conscientious about arriving on time, and about notifying others in advance of cancellations.	1 2 3 4 5		
The volunteer performs all tasks and duties effectively and with care.	1 2 3 4 5		
The volunteer is pleasant and courteous to staff and clients.	1 2 3 4 5		
Describe the volunteer's strengths and how they have contributed to the organization's mission and strategic goals.			
Describe how the volunteer can improve her/his work with your organization.			
Additional comments			
_____ Supervisor's Signature	_____ Date	_____ Employee's Signature	_____ Date

Topic 6: Using Volunteers to Lead Other Volunteers

Using volunteers to train, manage, and provide feedback to other volunteers is a key component of a great volunteer management system. Creating a “lead volunteer” role conserves staff resources, provides leadership opportunities for committed volunteers, and offers inspiration to new volunteers—enabling you to build capacity and advance your organization’s mission. With proper training, volunteers can take on nearly any role in your organization, and lead and teach other volunteers to do the same.

There are a few ways to create leadership positions for volunteers. You might begin with the same steps that you used to start your general volunteer process, including position descriptions, an interview, and on-going feedback. Or lead volunteers may emerge naturally from your volunteer pool—those who have been working with your organization for a long time, are exceptionally committed, have a special skill, or can come up with enthusiastic new ideas. Once those volunteers are identified, begin a conversation about leadership opportunities.

Best Practices:

- Think broadly about what kinds of volunteers can be leaders. The key characteristics needed are a willingness to learn, and enthusiasm for your organization.
- It is critical to *ask* volunteers to step into leadership roles rather than *assume* they will naturally be drawn to the role.
- Use lead volunteers to help manage nearly any piece of the volunteer process including recruitment, intake, training, project management, and feedback – these are great ways for experienced volunteers to do more.
- Ask your best volunteers to help you manage other volunteers.
- The role of a lead volunteer doesn’t have to start and stop with a specific timeframe. Volunteers with leadership roles can confirm details with agency staff and communicate with volunteers before, during, and after a project.
- Lead volunteers get to learn and practice new leadership skills while also knowing they are contributing to your overall mission
- Lead volunteers are still volunteers. Their time needs to be well managed, and they need feedback and recognition.
- Board members can be considered the ultimate volunteer leaders. They lead the strategy, mission, and operations of your organization.

Worksheet 1: Volunteer Leaders Brainstorm

Discuss the following topics with colleagues to determine the best way to begin using volunteers in leadership roles at your organization.

What is a leader?

What are the ideal traits of a lead volunteer for our organization?

What characteristics, skills, or knowledge would we like our lead volunteers to already have?

Are there people we already have in mind that could be developed into great leaders?

Worksheet 2: Sample Leader Volunteer Position Description

Below is an example of the volunteer position description New York Cares uses to recruit volunteer leaders.

About Volunteer Leaders at Our Organization: Team Leaders embody the heart of New York Cares projects. Each New York Cares project must have a Team Leader who volunteers on behalf of New York Cares, enabling us to offer as many as 1,500 volunteer projects every month at locations throughout the city. This special group of people consists of volunteers who make a commitment to help manage a volunteer project for a few hours each week or month, depending on the project. Team Leaders work closely with New York Cares and their Project Partners to lead effective hands-on volunteer projects.

Title: New York Cares Team Leader

Position reports to: New York Cares Program Manager

Types of agencies: Public Schools, Senior Centers, Nursing Homes, Community Technology Centers, Tier II Shelters, Soup Kitchens and other Community-Based Organizations.

Project meetings: Varies depending on specific project. Most projects meet once monthly, but many meet twice per month or weekly.

Goal of the project: Varies depending on specific project.

Length of volunteer position: Six months to one year, flexibly scheduled projects.

Time requirements of position: Lead projects on a monthly basis, consistently return project reports to Program Manager, attend planning sessions with New York Cares and Project Partners as needed.

Requirements for position: The Team Leader application process involves five steps: attend a New York Cares orientation and at least three projects, complete a short Team Leader application form, schedule an interview with a New York Cares staff member, complete an online training, and attend a two hour Team Leader in-person training session. Team Leaders are also required to complete a background screening form and confidentiality agreement, including providing a valid Social Security Number.

Skill requirements for position: Team Leaders should be active New York Cares volunteers with an interest in volunteerism; should have confidence in their ability to lead groups and to teach others; and should have a proven ability to problem-solve and work with teams, demonstrating strong leadership skills.

Worksheet 2: Sample Leader Volunteer Position Description

Project-Related Responsibilities:

Before the project:

- Attend planning meetings with the Program Manager and Project Partner as needed.
- Confirm project dates, meeting time and place, and task-specific details with Program Manager and Project Partner.
- Accept and return volunteer phone calls and e-mails, view team lists and organize team online. Send team reminders through the website and use the online system to update volunteers on any project changes.
- Confirm volunteer attendance and check in with Project Partner one week prior to the project date.

During the project:

- Take accurate attendance, including no-shows.
- Provide volunteers with information about the agency and the impact of their service.
- Have Project Partner give comprehensive overview of tasks for the day, providing hands-on demonstrations when necessary.
- Facilitate the group in completing tasks, ensuring quality work.
- Ensure that any agency spaces are tidy and in their original state at the end of the project.

After the project:

- Host a project debrief to gain feedback from volunteers and share your own experiences.
- Update volunteers on ongoing training and skills-enhancement opportunities.
- Share successful project ideas and feedback with Program Manager and with other Team Leaders.
- Submit volunteer attendance and impact numbers online.
- Thank volunteers for coming via a group e-mail message sent from the New York Cares interactive Web site and follow up with no-show volunteers.

Benefits: Enthusiastic and supportive project atmosphere. Leadership training and project management training. This is an excellent opportunity for any New York Cares volunteer with an interest in becoming more involved and spreading his/her positive attitude and outlook about volunteerism and New York Cares. This position potentially provides opportunities to learn about a multitude of issues facing many New York City residents such as homelessness, hunger, the digital divide, and literacy problems.

This opportunity also provides the chance to discover information about a variety of local nonprofit organizations, and to build skills in volunteer training and project management.

For Further Information: Contact the New York Cares Leadership Development team at leadership@newyorkcares.org, or call (212) 228-5000.

Worksheet 2: Sample Leader Volunteer Position Description

About Volunteer Leaders at our organization:
Title:
Position reports to:
Project-related meetings required:
Goal of the project:
Length of volunteer position:
Time requirements of position:
Requirements for position:
Skill requirements for position:
Project-related responsibilities: <i>Before the project:</i> <i>During the project:</i> <i>After the project:</i>
Benefits:

Topic 7: Recognizing and Retaining Volunteers

Just as we like to feel appreciated by our coworkers, peers, friends, and family, volunteers like to be recognized and thanked for their service. Recognizing volunteers individually for their contribution and their impact on your mission is critical to helping them understand the importance of their work, making them feel appreciated, and encouraging them to return to your organization and get involved more deeply. People start volunteering for a variety of personal reasons but the primary reason people return is that they feel they have made a difference. Recognizing volunteers for their service increases the amount of times an individual will return to volunteer, and increases the likelihood that they will take on leadership roles.

While a simple verbal “thank you” is a great start, consider developing more advanced recognition methods and consider different strategies for different types of volunteers. Additional leadership opportunities; celebration and recognition parties; written (even handwritten!) notes; and recognition certificates are all great ways to recognize volunteers. The best recognition is timely, frequent, honest, consistent, and personal.

Best Practices:

- Make sure to say thank you at the end of each volunteer project, even if you have consistent volunteers.
- Be genuine when thanking and recognizing volunteers.
- Be specific and include great examples of particular actions a volunteer took and their impact on your organization and clients.
- Develop a recognition calendar to ensure you are on schedule and consistently recognizing volunteers for their service.
- Brainstorm with staff and leadership volunteers about creative ways, specific to your organization, that you can thank and recognize volunteers. Make recognition meaningful to your volunteer base: some volunteers may appreciate being recognized publically while others would prefer a handwritten note or more private recognition.
- Develop a system of awards and rewards, including using the Presidential Service Award.
- Serve as a reference for volunteers who are applying for work or further schooling.
- Write commendation letters to a long-term volunteer’s current school or employer.

TIP:

Ideas for recognition include:

- Individual thank-you notes from clients
- Celebrations during Volunteer Appreciation Month in April
- Networking events
- Public recognition on social media or in a newsletter
- “Promotion” to a role with more responsibility

Register for the Presidential Service Award at presidentalserviceawards.gov

Worksheet 1: Mapping Your Organization's Current Recognition Activities

It can be helpful to chart out what you are already doing to recognize volunteers. Use the table provided to plot the ways you currently provide volunteer recognition. Also identify the audience that is being recognized and who is responsible for overseeing the recognition. The best recognition plans happen regularly, so be sure to write your activity on a calendar.

Recognition Method	When is it Utilized? (How often and for what milestone?)	Target Audience (What types of volunteers?)	Who is Responsible for Implementing?	Organizational Calendar (when in the year do you use the outlined strategy?)

Worksheet 2: Recognizing Volunteers -- Strategy Development Questionnaire

Great volunteer programs recognize volunteers strategically. This means recognition should encourage the behavior you want to see. Your most productive volunteers should be recognized quite a lot and in many ways but, for a one-time volunteer, a single thank-you email may suffice. Review the following questions with your colleagues to further develop your volunteer recognition strategy. These questions can help you decide if you are using recognition in the most effective ways.

Who are my most productive volunteers?

What are the common characteristics of my most productive volunteers?

What motivates my volunteers?

How do I currently encourage a volunteer to become more engaged?

How do I, as an individual, currently recognize volunteers?

How does my organization currently recognize volunteers?

Does a targeted communication strategy fit my organization? Why?

Do I have a budget associated with recognition? Is it adequate?

What are other, non-financial, constraints to recognizing volunteers?

Topic 8: Tracking Volunteer Impact

Maintaining records about your volunteers and the impact they make on your mission is critical for ensuring client and volunteer safety; assisting with fundraising and grants; planning future volunteer programs; making the case for supporting volunteers and the staff members who work with them; and planning programs for the future. Tracking demographic information about your volunteers allows you to have a deeper understanding of your current volunteer base. Keeping track of the impact of volunteers has nearly limitless uses.

Use a database or, at a minimum, a simple spreadsheet to keep track of your volunteers and their impacts. Volunteers can provide some optional demographic information about themselves like gender, age, level of education, and area of residence. Agency staff or volunteer team leaders can track volunteer activity including date, time, frequency of service, and types of tasks completed. Include measurable data like how many clients a volunteer tutored or how many meals were served. Tracking the outcomes of volunteer activity will help you determine what volunteers accomplished and what you could not do without their service. It will also be invaluable when you need to demonstrate the impact your volunteers make to internal and external audiences. Examples of outcomes include number of students graduating, adults with increased knowledge of financial literacy, or number of youth with positive attitudes about exercise.

Best Practices:

- Gather contact and demographic information as part of your intake process.
- Enlist volunteer leaders in helping you to collect and track data; volunteer leaders can enter assignment-based statistics.
- Identify outcomes of target volunteer roles. For instance, volunteer high school tutors should not only track the attendance of students, but students' improvement throughout the program.
- Use pre- and post- surveys for volunteers and clients to track outcomes.
- Determine the best database for tracking your volunteers' service; a simple spreadsheet is a great place to start if this is the first time you are tracking volunteer impacts.
- Collect volunteer impacts and use them to make the case for increased programming and to bolster grant and funding proposals; work with Development or Communications staff at your agency to explore options.
- Create a how-to guide for entering volunteer information and impacts so that staff and leadership volunteers enter information in a consistent manner.

TIP:

For technical database assistance visit idealware.org or Npower's Community Corps website, thecommunitycorps.org.

Worksheet 1: Developing Your Volunteer Tracking System

Tracking volunteers is an important responsibility and procedures should not be developed without input from many stakeholders. There are a lot of resources available on the Internet to guide your decision-making process.

Discuss with colleagues the following current and future strategies for project and volunteer tracking to begin to identify the best practices for your organization.

1. Are we already collecting information about volunteers?

a. If yes, what information do we already collect?

b. If yes, when do we collect this information?

c. If yes, what additional information do we think we should collect?

d. If no, do we have other tracking systems for staff, development, or programs that could also track volunteers?

e. If no, what are the steps necessary to modify our tracking systems so that they also track volunteers?

2. Do we have a budget or staff for maintaining tracking systems? There are options available for organizations with limited staff and budget.

3. What kind of impact do we hope our volunteers have on our clients and mission? What ideas do we have about how to measure this information?

Topic 9: Engaging Financial Supporters as Volunteers

Engaging financial supporters—whether they are current donors, corporate volunteer groups, foundation staff, or boards—in direct service can bring resources to your organization and deepen the connection your donors have with your mission.

Design volunteer opportunities with supporters in mind. Corporate donors will likely appreciate opportunities for group-based volunteering, while individual donors may appreciate smaller scale projects with a skill-based component. When building a corporate volunteer program, look to leadership volunteers and your Board of Directors for good connections in their companies. Once you have outlined some groups to start engaging, follow the processes for individual volunteers and make sure volunteer groups are tracked, trained, and recognized.

Best Practices:

- Ensure that the assignment or position descriptions for corporate and financial supporters fill an authentic need at your organization and that the tasks further your mission and goals.
- Think broadly about how financial supporters can volunteer at your organization. Consider the types of professional or expert help your organization needs, and find out if corporate volunteers can fill those roles.
- Keep in mind that volunteer groups may also be interested in working on projects that are outside their profession. For example, financial services employees might want to paint your facility.
- Remember that corporate and other donors may be able to help out with additional resources if asked, whether financial or in-kind.
- Provide feedback to volunteers and main contacts, and solicit feedback on how to improve programs for their volunteers specifically.
- Work to create a meaningful relationship with corporate and financial supporters by providing updates on their work, on successes and challenges at your organization, and on continuing engagement opportunities.

Worksheet 1: Where Should We Begin?

Discuss the following current and future strategies for project and volunteer tracking with colleagues to begin to determine the best practices for your organization.

1. Who are our key financial supporters? Include corporations, foundations, and individuals.

2. Has any donor approached us about direct service before? Were we able to offer a volunteer project or experience?
 - a. *If yes, what group did we engage and what did they do?*

 - b. *If no, what would we have needed to be able to engage them?*

3. What groups are already affiliated with our organization that might be a good place to start?

4. What kinds of skilled volunteer or pro-bono assistance do we need?

5. What kinds of financial or in-kind resources would be helpful to our organization?

Worksheet 2: Develop a Pitch to Promote Your Volunteer Program

Use the form below to outline the elements of your pitch in order to solicit support for your volunteer management program.

Here is an outline of the proposal:

Your mission, vision, and volunteer service goals

Impact of volunteer service

Strategies to increase volunteers and impact

Resources required to support volunteer service

Messaging to ask for your team's support

How can an external stakeholder support your program?

Topic 10: Working with Youth Volunteers

Youth volunteers are an often untapped resource. There are many individuals, families, schools, and community groups looking for opportunities to get youth involved with volunteering. By utilizing youth volunteers who are eager to learn, you may be able to cut costs and increase your capacity.

Youth are enthusiastic, energetic, and ready-to-give. Providing volunteer opportunities for youth and welcoming them into your organization brings a fresh perspective to the work that you do and allows you to shape the next generation of volunteers. When working with youth, be sure to develop programs that are suitable for different ages. You can start by breaking more complex tasks into smaller steps that can be divided among volunteers of different skills and abilities.

Best Practices:

- Be clear on what your age restrictions are and don't make exceptions.
- Connect with schools, community centers, and after-school programs to recruit youth volunteers.
- Track youth volunteers' service hours. Youth often request a signature or letter to show that they volunteered.
- Require a parent or legal guardian's permission for any youth to volunteer. Remember, only a parent or a legal guardian may take responsibility for individuals under the age of 18. Signatures of teachers, coaches, counselors, other family members, etc. are not valid for waiver purposes.
- Ensure staff who are supervising youth volunteers meet the proper training and screening requirements.
- Supervise youth at all times. Below is a guide for the suggested ratio of adults to youth volunteers. The appropriate ratio of adults to youth volunteers may vary depending on the opportunity and your organization.

Age of Youth	Adults to Youth Volunteers
Pre-K to Grade Three	One Adult per Five Youth (1:5)
Grade Four to Grade Eight	One Adult per Eight Youth (1:8)
Grade Nine and Up	One Adult per Ten Youth (1:10)

Worksheet 1: Questions to Ask When Considering Working with Youth

Have youth ever informally helped out at your organization? What did they do? Could that task be expanded?

Where can you find youth volunteers? What schools, community centers, after-school programs, or other youth-based organizations exist in your community?

How will you engage youth volunteers? How will you decide the tasks that are appropriate? How will you make sure the tasks are safe?

Who will supervise the youth volunteers? Who will ensure that your organization's guidelines are followed? How will you manage challenging youth volunteers?

Worksheet 2: Sample of a Waiver for Youth Volunteers

Note: This is an example only. Consult your legal team for your organizational requirements.

In consideration for permission for _____ (the "Child") to participate in volunteer project(s) and/or volunteer trainings (the "Activities") offered by _____ (name of organization), I do hereby acknowledge, consent and agree to all of the following terms and conditions.

I declare and represent that I am the parent or guardian of the Child.

I declare and represent that the Child is now in good health; that I have discussed with the Child the nature of the Activities in which the Child plans to participate; that I and the Child understand the nature of the Activities; that the Child is physically and medically fit to participate in the Activities; and that the Child's personal attire and equipment are safe and fit for their participation in the Activities. I acknowledge that participation in the Activities involves certain risks and hazards of injury and/or property damage. I am aware that the Child may travel to or from the Activities on his or her own and without supervision. I and the Child assume the risk of the Child's participation in the Activities.

In consideration of the Child's acceptance as a participant in this event, I agree to release, defend, indemnify and hold harmless _____ (INSERT YOUR ORGANIZATION NAME), its volunteers, employees, officials, directors, agents, affiliates and sponsors from any and all claims for any and all expenses, personal injury, loss or damages incurred or caused by the Child to the Child's person and/or property during or in connection with the Child's participation in this event.

This release shall be binding upon my heirs, next of kin, distributees, executors and administrators.

I hereby attest that the Child's attendance and involvement in this Activity is voluntary and that I have read (or have had read to me) this release, understand it and sign it voluntarily.

Child's Name: _____

Signature of Parent or Guardian: _____

Printed Name of Parent of Guardian: _____

Relationship to Child: _____

Date Signed: _____

Emergency Contact: _____

Relationship to Child: _____

Phone to contact number while volunteering: (____)____ - _____

Topic 11: Integrating Staff and Volunteers

Teamwork between volunteers and staff is key to the success of any organization. Effective organizational structure and infrastructure should always include and recognize the roles of volunteers, integrating volunteers into all functions of the organization. Volunteers can be involved with anything from program design and delivery to fundraising and management activities. Organizations that use a variety of volunteers in a wide range of positions (including providing pro bono services) are generally more effective than organizations that do not.

Best Practices:

- Make sure to involve staff members in developing volunteer roles and responsibilities, including reporting structures.
- Include volunteers in any visual representation of your organization. You could include them at the department level or on your overall organization chart.
- Ask both staff and volunteers to contribute to fundraising campaigns.
- Include volunteer contributions in your annual report. Your staff, donors, funders, and the public should be aware of how volunteers fit in to your organization and help you achieve your mission.
- Build morale and comradery by celebrating staff and volunteers together. When you have a staff celebration and don't include volunteers, volunteers feel less valued. Conversely, if you only have an appreciation event for volunteers, your staff may feel unappreciated.
- Include management of volunteers in staff position descriptions and performance reviews. This ensures staff members take their volunteer management roles seriously from the start.
- Create a defined "career path" for volunteers, including a defined Board Development Strategy.
- Educate staff members who don't manage volunteers about the importance of volunteers. Everyone from front-line employees to the executive committee has a responsibility to ensure that volunteers have a productive experience.

TIP:

Find information on Skilled and Pro Bono Volunteering go to taprootfoundation.org.

Topic 12: Understanding and Promoting the Benefits of Volunteering

Service to others is a hallmark of the American character. Today in the United States, 65 million Americans—27% of our population—volunteer their time, contributing eight billion service hours (50 hours per person) each year, valued at an impressive \$175 billion dollars (Corporation for National and Community Service). Looking ahead, service and volunteerism can be central to how we as a nation meet the challenges facing communities in times of fiscal constraints and growing individual needs.

Volunteer service is a triple win, offering a trifecta of benefits—to the community, to the recipients of the service, and to the volunteers themselves. With more volunteers, the more we can leverage service to impact the critical issues of our time.

Volunteers make a difference to the community and the world

- Youth service prepares youth and adults to become active citizens and take leadership roles in finding solutions to community challenges (Educational Horizons, 2002).
- Youth service and service learning result in a 40% lower risk of academic failure, school suspension, or teen pregnancy (Child Development, 1997).
- Volunteer service impacts the critical issues facing our city—education, economic justice, public health, environment, and emergency response.

Volunteers connect to other people

- Volunteering improves self-confidence, self-esteem, and social skills.
- Volunteers build expanded networks of friends and social connections or social capital.

Volunteers improve their health and life expectancy

- Volunteers who serve 100 hours or more per year (two hours per week) report less pain, less heart disease, less ill health, and less depression.
- Volunteers are 30% less likely to report poor health than non-volunteers (Journal of Health and Social Benefit, 2002).
- Volunteers are 16% less likely than non-volunteers to die before age 70. Those who volunteer for five years or more are 44% less likely to die by age 70 (CNCS Health Benefits of Volunteering; America's Changing Lives, Longitudinal Study of Aging, 2007).

Volunteers advance their knowledge and careers

- Volunteers learn new things and develop new marketable skills.
- Volunteers have a 27% more likely to find a job after being out of work than non-volunteers. Those volunteers who do not have a high school diploma are 51% more likely to find a job than their non-volunteering counterparts.

Volunteers give and, in return, get joy, life satisfaction, and fulfillment

- Volunteers who serve monthly are, on average, 7% happier than non-volunteers; those who serve bimonthly are 12% happier; and those who serve weekly are 16% happier (Harvard Health Publications, 2013).
- Volunteers can share their talents and hobbies with others.
- The gift of time and talent serving others is exciting and returns the gift of joy.

Volunteer Management Resources

Corporation for National and Community Service

The Corporation for National and Community Service is a federal agency that engages more than five million Americans in service through Senior Corps, AmeriCorps, and Learn and Serve America.

nationalserviceresources.org

Energize, Inc

Leading website for all things volunteer. Articles, templates, resources, courses are all in one spot.

energizeinc.com/art.html

HandsOn Network

Great resources on volunteer management and recruitment, including a volunteer hour's calculator that allows nonprofits to accurately value the time volunteers donate.

handsonnetwork.org

Idealist.org

Great for posting jobs, volunteer opportunities and for volunteer management resources.

idealist.org/info/VolunteerMgmt

Points of Light Foundation

Points of Light provides research, analysis, tools and training to support the creation and management of volunteer programs.

pointsoflight.org/ideas-and-insights

Sparked.com

Online volunteering site – nonprofits can post small online tasks for volunteers to complete. Great for updating documents, managing spreadsheets and generating fundraising ideas.

sparked.com

Volunteer Match

Good for advertising for volunteers and has good management resources.

ideaencore.com/collection/VolunteerMatch

Lawyers Alliance for New York

Lawyers Alliance for New York is the leading provider of business and transactional legal services for nonprofit organizations that are improving the quality of life in New York City neighborhoods. Great resource for connecting with legal advice and workshops. Many services provided free.

lawyersalliance.org

New York Association of Volunteer Administrators

NYAVA is a membership organization dedicated to promoting professionalism and leadership in volunteerism in the New York City area, offering volunteer management training by experienced volunteer administrators.

nyava.org

Nonprofit Coordinating Committee of New York

The goal of the NPCCNY is to help nonprofits meet common challenges and problems, to serve as a meeting ground, and to strengthen the nonprofit sector as a whole.

npccny.org

NPowerNY

NPower is a national nonprofit providing IT training and services to nonprofits and young adults.

npowerny.org

NTEN

NTEN is a membership-based non-profit technology hub for assisting nonprofits in meeting their everyday technology needs and using technology effectively. Provides trainings, workshops and handout resources for technology opportunities.

nten.org

The Foundation Center

the Foundation Center is the leading source of information about philanthropy worldwide. Visit the 5th Avenue location and use the free resources, or use the online Foundation Finder, a free, searchable, look-up tool providing contact information and basic fiscal profiles for US private and community foundations. Reference library, online newsletters, classes.

foundationcenter.org/newyork

The Support Center for Nonprofit Management

The Support Center provides nonprofit management training and consulting, volunteer management workshops, information and practical resources, and works to build strategic alliances.

supportcenteronline.org

For Your Consideration

Volunteer management systems are continuously evolving as new tools and practices emerge from the field. If you have ideas or tips to be included in our next version, please contact community.partners@newyorkcares.org with the subject line "VMS Suggestion."

For more information about New York Cares volunteer management trainings, visit newyorkcares.org/trainings-we-offer.

For more information about NYC Service, visit nyc.gov/service.

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