



Volunteer Management Workshop

Winter Term 2009

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Participants in this workshop can expect to learn some basic tips for recruiting, placing, retaining and appreciating volunteers. Group work and experience-sharing opportunities will be built into the session. Handouts will include volunteer management form templates, volunteer code of conduct and a list of resources. *Group activity*: to create a list of tasks for an imaginary organization and an intake form.

Volunteers are ambassadors for your organization.

Most University Student Groups are run entirely by volunteers. In the non-profit sector, volunteers are often the human resource that delivers many non-profit organizations' services. At the same time, fewer people are volunteering and for less time. Coordinating and managing your volunteers well can mean the success of your organization. Your volunteers will share their experiences with your organization with others; good or bad.

* Think about your own best volunteer experience and your worst volunteer experience.

Volunteer Management Cycle:

- 1. Recruit**
- 2. Retain**
- 3. Recognize**
- 4. Resources**

Recruit

Before you advertise:

*Understand volunteer motives: personal connection to the organization or cause, desire to make a contribution, network and meet people/social, gain skills.

*Make it your goal to provide volunteers with meaningful work, appropriate supervision, as well as room for flexibility and creativity. Positions should be developed to address the needs of the organization and the volunteer.

*Create positions for volunteers that are meaningful to the mission of the organization. Establish reasonable timelines and 'hours' required to get the job done, as well as reasonable expectations of the skills required to get the job done. Be aware of the 'risk' involved for each volunteer (see intake/screening).

*Offer positions that have a variety of degrees of challenge to attract a broad base.

*Promote your positions as valuable job training.

*Create an intake form: outline a person's skills and interests, as well as a check-list of positions within the org. (see intake form)

*Outreach, in person, into the community to bring volunteers on board: attend meetings of other like-minded organizations, groups and clubs or academic department associations. Do presentations. Let faculty know about your group. "Word of Mouth" referrals are known to be highly effective way to recruit. Bring business cards.

*Let your committed volunteers know about positions on your board.

*Host events (regularly or special) that raise awareness about your organization. Have intake forms handy!

*Attend Volunteer Fairs, special events.

*Time recruiting to coincide with your target: (ie- University students during the first week of a semester)

*Create job postings (see example of a volunteer posting) to post on your website and on other websites. Use email lists.

*Assign a 'Volunteer Coordinator' to respond to volunteer interest, oversee the intake of volunteers and their placement, and build a relationship between the volunteer and the

mission of the organization. Consider hiring or training a volunteer to do this work specifically. Make sure this person has support!!!

*Create a Volunteer Binder that volunteers can use themselves if you do not have a full time Volunteer Coordinator. Include job descriptions, application forms, orientation info, or training manuals.

Intake

*Schedule face to face interviews with potential volunteers. Ask questions that will help you both assess if the position is best for them, and for your org.; “Why do you want to volunteer with us...”

*Explore ‘scenarios, discuss related experience. Identify specific needs.

***Maintain Volunteer Records:** hours worked, date started, accomplishments, education status (ie- what year in university), faculty/department, emergency contact info, important medical info, etc. Be sure their privacy is protected and intake/management records are stored securely.

*Ask for a commitment. Be clear about what are minimum and maximum expectations on both sides. Set up regular ‘office hours’. Have them sign a contract (their job description with clear time commitments and timeline), when appropriate.

*All volunteer positions should be assessed for level of risk. Ensure that any ‘high’ risk position applicants are properly screened (police checks if applicable). This includes positions in which either the volunteer or your organization could be ‘at risk’. Discuss this issue. Use reference checks when appropriate.
See “Safe Enough? Reviewing your Screening Practices”, and the Canadian Code for Volunteer Involvement

Screening:

Screening is an ongoing process designed to identify any person (volunteer or staff) who may harm children or vulnerable adults.

Volunteer screening serves two main purposes:

- # To create and maintain a safe environment
- # To ensure an appropriate match between volunteer and task

Though a relatively new concept, volunteer screening is being adopted by a growing number of organizations. The process includes assessing risk, writing position descriptions, discerning the suitability of an individual for a given task, providing training and, when necessary, modifying the setting and arrangement of the task.

Retain (aka Volunteer Management)

*Use the Volunteer Code of Conduct (see attached).

*Ensure that volunteers have an appropriate space to work in, and have the tools and enough support to get the job done.

*Ensure that the environment that your volunteer is working in is friendly, inclusive, respectful of diversity and well organized.

*Ensure that they receive adequate **Orientation and Training** in order to do the job safely and well. Schedule an Orientation meeting for all or individual volunteers Offer group orientation and training at regular times (annual/per semester, etc). Consider having a quiz after the training.

*Offer training to volunteers that enhances their experience and diversifies your organization.

*Provide adequate **supervision** for each volunteer. This increases the motivation of the volunteer and helps ensure that the mandate/goals of the organization is met, and fosters a sense of belonging within the organization.

*Do not overwhelm volunteers with huge descriptions or too much to do. Do not under use them either! “Make work” projects are not always the best use of volunteers.

*Facilitate bonds between volunteers through getting them to work closely on specific projects

*Educate the staff and/or other volunteers on the various roles that each volunteer plays within the organization. Consider pairing staff with volunteers for mentoring. Integrate staff and volunteers (have staff at orientation/training, have a meal together).

* Offer volunteers the opportunity to add tasks to, or remove tasks from their designated position.

* If a particular position doesn't work out, find out why, and offer an alternative position that may be better suited, rework the position tasks, or offer retraining.

***Communicate** regularly with individuals and with all volunteers. Use Email, phone calls, and talk in person. Create a volunteer email address.

*Get to know your volunteers. Find out about their hobbies, interests, their families, and their lives outside of volunteer work.

***Evaluate.** Schedule an individual performance evaluation with the volunteer to assess the work they are doing, regularly and at the end of their position. This provides an opportunity for them to offer feedback about their work and also their experience working with your organization. Ask their input into the volunteer program/position. Ask them what they would keep the same, and what they would change.

*Ensure that meetings are well organized. Assign meeting roles, use agenda & minutes templates. Receive consensus or decision-making training. Receive Board Development assistance, if applicable.

*Encourage input from volunteers about decision-making, problem solving related to their work.

*Have models for conflict resolution in place before conflict arises. Provide appropriate and timely conflict resolution, or set up mediation when necessary. Refer to the job description, if relevant, and your organizations policies. Document concerns, incidents, procedures.

*If termination of a position is necessary, strive for an amicable ending with integrity. Remember volunteers are ambassadors for your organization, good or bad. Before terminating consider reassignment, further training or more support.

*Create a timesheet to track volunteer hours, if appropriate (this is helpful for future volunteers in that position).

Recognize (aka Volunteer Appreciation)

Offer your volunteers meaningful and timely recognition including:

*Placing them well within your organization. They will feel good if their skills are well used and/or if they are learning valuable skills.

*Regular check-ins and verbal communication, meaningful praise and thanks.

*Food or coffee/tea at meetings/events.

*Re-imbursement for out of pocket expenses (ie. bus fare to get to your office)

*Quality name tags at events (or t-shirts)

*Thank-you /holiday/ birthday cards, appreciation certificates and gifts (monetary or material). See certificate examples.

*Party/picnic/event. Invite/include staff.

*Training opportunities.

*Volunteer newsletter or public recognition in local media (for those who enjoy publicity).

*Respect for 'life happens' situations when a volunteer needs to move on.

*Reference letters or calls.

*Exit survey/evaluation.

Volunteer Code of Conduct (thank you Volunteer Edmonton)

At <insert your organization>, we believe that volunteers are a valuable human resource and play an important role in striving to meet the mission of our organization.

We commit to our volunteers by:

- * Offering a volunteer program that has adequate resources, is well managed and has the appropriate infrastructure to ensure volunteers are working in a supportive environment

- * Ensuring every volunteer receives a thorough orientation and training and that at this training, the mission of the organization is clearly communicated

- * Providing the necessary supervision and accessible support so that you can fulfill your commitment to the organization

- * Informing you of all new programs, services and changes to policy that impact the services offered to our clients

- * Providing you with a detailed, current volunteer position description that not only clearly outlines your volunteer role but also how you will give and receive feedback

- * Creating an environment where there is open communication, a sense of teamwork and respect for diversity between volunteers and staff

- * Providing ongoing opportunities to learn and grow which includes the opportunity to experience various positions while you are volunteering with our organization

- * Recognizing you for your contributions and accomplishments in both formal and informal ways

As a volunteer at <insert your organization>, you act as an ambassador of our organization.

Because of this important role, we expect volunteers to:

- * Participate in orientation, training and ongoing development opportunities

- * Work within the boundaries of your volunteer position description while supporting the vision, mission and policies outlined by our organization

- * Act as an ambassador of <organization> by taking ownership for actions and decisions made while volunteering

- * Approach your volunteer assignment as a professional commitment

- * Engage in discussions with staff in order to express your comments, suggestions, or concerns

- * Promote a team spirit by respecting differences in people, valuing diversity of opinion and working with others to achieve the goals of our organization

- * Value the importance of providing exceptional quality service to our clients that is second-to-none by being friendly, informed and respectful

Resources

We have resources in our APIRG office and on line. We also offer workshops during the Fall and Winter Academic terms. See our Program Guide for details.

Books/publications:

(note: this is not an entire list- please visit our library – soon to be online.

*Grassroots and Nonprofit Leadership: A Guide for Organizations in Changing Times. Lakey, Lakey, Napier, Robinson, New Society Publishers. Gabriola Island BC. 1995

*Managing Environmental Volunteer Programs: a conversation with Coordinators of Volunteers. Sierra Club.

*Safe Enough? Reviewing your Screening Practices. Volunteer Canada. 2006.

*Canadian Code for Volunteer Involvement. Volunteer Canada 2006.

On line resources:

Go to our Volunteer Resource section on our website where you can download the following documents:

*APIRG Volunteer Management Booklet

*Fire it up!

*Action For Change

*Volunteer Screening

*Volunteer Code of Conduct

Go to the following Websites for training, resources, links and more...

Fun and revealing self test at <http://www.charityvillage.com/CV/learn/selftests.html>

*Alberta's Youth VOLUNTEER! Society: www.youthvolunteer.ca/

*Volunteer Edmonton: www.volunteeredmonton.com/

We serve the Edmonton and area community by providing information on volunteering. We can help explain what volunteering is, how to start and where to find the right opportunity for you. Volunteer Edmonton also works closely with nonprofit and voluntary organizations. We aim to be a valuable resource for the sector by bringing forth the latest news about the sector, resources on volunteer management, workshops and events, links to relevant websites and much more.

*RCVO (Resource Centre for Voluntary Organizations) www.rcvo.org/

At Grant MacEwan College in Edmonton:newsletter, resources, links.

*ECVO(The Edmonton Chamber of Voluntary Organizations) www.ecvo.ca/

A collaborative effort initiated by a variety of community-based not-for-profit organizations to provide networking meetings, creating coalitions with other organizations, meetings with key-

decision makers at various levels of government, information sessions with special speakers, and research and publications.

*Volunteer Alberta www.volunteeralberta.ab.ca/index.asp

Amazing Site- go to the links page!

*Wild Rose Foundation Board Development Program

<http://culture.alberta.ca/bdp/default.aspx>

*Alberta Nonprofit/Voluntary Sector Initiative

<http://culture.alberta.ca/anvsi/default.aspx>

The NPVS is a significant part of the fabric of Alberta's communities and often is engaged with the Government of Alberta (GOA) in the delivery of programs and services for Albertans. The shared intent is to together develop a stronger non-profit/voluntary sector that has the sustained ability to provide services and supports that Albertans expect to be part of their communities.

Charity Village www.charityvillage.com/

Canada's supersite for the nonprofit sector. Every day, you'll find more than 3,500 pages of news, jobs, resources, how-to articles, volunteer and event listings, educational opportunities, and much more. Offers on-line course: Building a Great Volunteer Program

Volunteer Canada www.volunteercanada.ca/

List of places to Post/Advertise for Volunteers:

APIRG: www.apirg.org

Send postings to apirg@ualberta.ca to go out once weekly (Fridays).

ECVO: www.ecvo.ca

Charity Village www.charityvillage.com/

RCVO (Resource Centre for Voluntary Organizations)

www.rcvo.org/

Alberta's YOUTH VOLUNTEER! www.youthvolunteer.ca

Craigslist

Posting volunteer opportunities for nonprofits is free-of-charge, but you must register for a free account to get started.

Edmonton Seniors Coordinating Council

The Edmonton Seniors Coordinating Council accepts volunteer postings from organizations that primarily serve seniors. The posting will be listed on their website and/or in their weekly newsletter. Email memberservices@seniorscouncil.net

Facebook

Reach thousands of potential volunteers at this popular social networking site. To post your opportunities, you must have an account to access the website. Visit the Marketplace section and

click on "Add New Listing" and select the category "Job" to begin posting your information. Use specific key words to ensure that your opportunity can be easily searched by potential volunteers.

Helping Hands

Helping Hands is a featured column in the Edmonton Examiner. Email your volunteer postings to Barry Hanson, Editor, at newsroom@edmontonexaminer.com. Please indicate in the subject line "Helping Hands" and include a brief description in your email. Postings are not guaranteed in the publication as it depends on space availability.

Idealist www.idealist.org

Idealist is a project of Action Without Borders, a nonprofit organization founded in 1995. The website is an interactive resource that allows people to exchange resources, ideas locate opportunities and supporters, and take steps toward building a world where all people can lead free and dignified lives. You can post your volunteer opportunity by click on the "post" tab and selecting "volunteer opportunity" in the drop down menu. First time users must sign up to become a registered before posting on the website.

Kijiji <http://edmonton.kijiji.ca/>

Kijiji is a group of free, local, community classifieds websites that provide people living in the same city the opportunity to meet, trade and share ideas. Organizations can post their volunteer opportunities for free in the volunteer section which can be found under "community".

Real Estate Weekly

This free publication is available every Wednesday. Their back page section is dedicated to advertising events in the Edmonton and area region. Posted volunteer opportunities must be for an event or special gathering. Send in a brief description at least 3 WEEKS prior to the event date by fax at (780) 454-7492 or email photos@rewedmonton.ca, addressed to Sandi with "Community Events" in the subject line. For more information or to see if your listing qualifies, call Jim at (780) 453-9319.

SEE magazine

Their classified section includes volunteer postings. Nonprofit organizations can post volunteer opportunities for free (must be 15 words or less, or subject to regular pricing) that will run for four weeks. Their deadline is Monday at 3 pm. To send your volunteer posting, email classifieds@see.greatwest.ca or for more information, call (780) 430-9003.

The Activist Agenda (AA)

Nonprofit/voluntary organizations can list their volunteer opportunities in this weekly newsletter, compiled by Michael Kalmanovitch from Earth's General Store. To post your volunteer opportunity in this newsletter, email Michael with a brief description at kalman@interbaun.com.

The Support Network

The Support Network offers a volunteer information and referral service through their 211 Information and Referral Services Line. Call 211 or email 211edmonton@thesupportnetwork.com to list your volunteer opportunity in their database. Being included in this database has the added benefit of allowing people in the capital region to access

your opportunities by dialing 211 or 482-INFO (4636) from outside Edmonton. Those organizations listed in the 211 database can also post opportunities online at www.govolunteer.ca. Call or email 211 and let them know you would like to use govolunteer. A 211 staff member will issue a user name, password and instructions on how to list and manage your volunteer positions online at Go Volunteer.

VolWeb <http://volweb.ca/volweb/>

Organizations with upcoming events—festivals, fundraisers, conferences, tournaments and more—can sign up to VolWeb and start posting event-based volunteer opportunities free-of-charge. The event must feature short-term volunteer opportunities with a clear start and end date. Resources on volunteer management, newsletters, links and the option of actively inviting volunteers to your event are all available to assist organizations. For more information, visit the FAQ page for organizations before signing up.

Examples of ads for volunteer positions

1. Volunteer Opportunity – Run for the APIRG Board of Directors – Nomination Deadline February 6

The Alberta Public Interest Research Group (APIRG) is currently seeking nominees for the 2009-2010 Board of Directors. Here's your opportunity to engage with campus and community issues in a meaningful and empowering way!

APIRG exists to provide students with resources to become active citizens. It is student-based, student-funded, student-directed and community-minded. APIRG supports student research, education and action initiatives by providing funding and support to student working groups.

Being an APIRG board member will provide you with an opportunity to develop your skills, gain experience in community organizing and collective decision-making, and engage with other students. You will oversee a variety of exciting, creative projects and work with fantastic, energetic people. Come be a part of this incredible organization!

Download a nomination package from www.apirg.org. You can also one up from the APIRG office (9111 HUB Mall), the Students' Union office (1-900 SUB).

Submit your completed nomination form to the Chief Returning Officer by 5:00pm on Friday, February 6, 2009.

2. Mill Woods Family Resource Centre / Board Recruiting Learn more about our agency, visit us at: www.mwfrc.org

Do you have accounting experience? Perhaps you're a new parent? Are you familiar with Mill Woods? We are inviting dynamic and enthusiastic people to serve on our Board of Directors for the Mill Woods Family Resource Centre. We are looking to fill 2 positions - a Director and a Treasurer.

We are a non profit organization with a long history of helping families and individuals in the Mill Woods area. We provide in-home support and a wide variety of programs to children, youth, adults and families - all at no cost!

We are looking for people who may be new parents, have a business perspective, accounting experience and/or non profit experience & are eager for an opportunity to make a difference in their community. These positions require approximately a 5-10 hrs. per month commitment and provide many benefits including excellent resume experience, opportunities to share your skills and expertise, learn new ones and meet some great people!

For more information, please contact:

Example of Volunteer Position

Table Coordinator

Description

The Table Coordinator will book and organize AP!RG tables for outreach, including scheduling and coordinating attendants for the tables. They will need to work with AP!RG staff and board members to decide which events AP!RG should table at. Finally, they will transport and set up the tables, or find volunteers to do so.

This position can be for a specific event or ongoing throughout a semester or year. It does not require regular hours and can be performed outside the AP!RG office; however, coordinating requires dedication and commitment leading up to events at which AP!RG intends to have a table. These events may coincide with busy university periods.

Qualities

- Organized
- Good at scheduling
- Driven to plan ahead
- Independent
- Motivated and motivating
- Strong interpersonal skills

Specifications

Time commitment: Variable (0-4 hours per week.)

Work location: Home or AP!RG office.

Necessary gear: Phone and email access (available in office.)

Position period: As desired.

For more information contact the AP!RG staff or volunteer coordinator.



CERTIFICATE OF VOLUNTEER RECOGNITION

TO

FOR BEING A FANTASTIC VOLUNTEER DURING THE 2007-2008
YEAR

WE RECOGNIZE YOUR CONTRIBUTION AS A VOLUNTEER.

THANK YOU, FROM THE APIRG STAFF AND THE BOARD

Volunteer position Evaluation

Date:

Name:

Position:

Hours per week:

Accumulated hours:

Timeline for tasks/project:

Tasks completed, Tasks To Do

Skills This Volunteer Hopes to Gain:

Comments on Volunteer Performance of position:

Feedback regarding Volunteer position/program/organization

Training received? Required?