

STANDARDS

FOR CENTRAL
VOLUNTEER
COORDINATING
SERVICES

Standards for Central Volunteer Coordinating Services



United Way
of America

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Alexandria, Virginia 22314

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TO: UNITED WAY ORGANIZATIONS

Many United Way organizations support or operate Central Volunteer Coordinating Services (Volunteer Bureaus) in their communities. They are an aspect of United Way that has existed for over 30 years. The first Service began in 1926 and the increased growth in the number of Services in existence today serves as a continuing recognition of their need and value

United Way of America recognizes the importance of Central Volunteer Coordinating Services and the impact that they can exert upon a community and upon our society as a whole. This recognition is reflected today in *Standards of Excellence for Local United Way Organizations* and in our continuing efforts to increase the effectiveness of volunteer resources.

Standards for Central Volunteer Coordinating Services is intended to provide guidelines for local communities interested in developing and maintaining effective, organized volunteer recruitment, training and referral services. Hopefully, *Standards* will be used to assure that Central Volunteer Coordinating Services achieve their highest level of performance.

William Aramony
National Executive
United Way of America

INTRODUCTION

Central Volunteer Coordinating Services (CVC Services*), known in most local communities as Volunteer Bureaus or Voluntary Action Centers, are valuable community resources. By linking people who want to volunteer with people who need services, CVC Services can effect human well-being. Volunteer creativity, innovativeness and personal concern also multiply the value of agency resources.

Standards of Excellence for Local United Way Organizations recommends that local United Way organizations "operate or support a program to recruit, train and place volunteers from every segment of the community in meaningful positions throughout the voluntary and governmental services system" as a method of "encouraging and expanding personal citizen involvement in community services." *Standards for CVC Services* has been designed primarily as a tool to assist local United Way organizations in accomplishing this program objective.

These standards and criteria for CVC Services have been formulated as MINIMUM goals and objectives. In promulgating them, United Way of America recognizes that many CVC Services operate a broader scope of services than those recommended. Nevertheless, these minimum standards and criteria can be helpful to many local United Way Planning and Allocations Committees in their understanding of the minimum requirements for effective volunteer service programs.

Agencies which recruit and place volunteers in their own programs may also find value in these standards. However, the standards were written primarily for organizations whose major functions include recruiting and referring volunteers for placement in the multitude of community-based agencies and organizations which involve volunteers.

This document is organized into two sections: Section A, "Organization of the Service" and Section B, "Program Components." Although each standard is in and of itself a significant component, they are interrelated and must be viewed as a part of a whole system.

Hopefully, these standards will give communities an opportunity to reflect on the quality of the CVC Services they offer. Through the consistent application of sound, uniform standards and criteria, Central Volunteer Coordinating Services can more effectively achieve their optimal level of performance.

*Throughout the text, the word "Service" refers to "Central Volunteer Coordinating Service."

ACKNOWLEDGEMENTS

Many individuals and organizations contributed to the development of *Standards for Central Volunteer Coordinating Services*.

Early in 1974, a group of ten volunteers was selected to serve as the Committee which would carry out the task of developing the Standards. The Committee was chaired by Albert J. Page of Huntsville, Alabama. Members of the Committee included Sara Catlin (Troy, New York), Jeannine Clark (Washington, D.C.), Victor Hruska (Washington, D.C.), Marilyn Hyde (Washington, D.C.), Ann Jacobson (Kansas City, Missouri), Emily McClure (Washington, D.C.), Ruth Nadel (Washington, D.C.), David Oliver (Miami, Florida), and Mary Ripley (Los Angeles, California). United Way of America extends its deepest appreciation to this Committee for their diligence, time and commitment in making the Standards a reality.

Jack Kenyon (Washington, D.C.), Alfred Larsen (Washington, D.C.) and Saralei Farner (Washington, D.C.) also participated in some of the discussions.

The organizations and agencies which some of the members of the Committee represented were the Association of Volunteer Bureaus, Inc., National Center for Voluntary Action, Department of Health, Education and Welfare, Department of Labor, and ACTION.

This document represents the combined input from many individuals and other organizations in the private, voluntary and public sectors. We would like to acknowledge also their contributions to these Standards. A list of these individuals and organizations appears in the Appendix.

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Section A

Organization of the Service

I. Organizational Framework

STANDARD:

THE ORGANIZATION UNDER WHICH THE SERVICE OPERATES SHALL INSURE THE EFFECTIVE ACHIEVEMENT OF ITS GOALS.

CRITERIA:

- A. As a **Legally Constituted, Not-for-Profit Corporate Entity** under the appropriate federal, state or local statutes, the Service shall include the following components: ¹
1. **Constitution and Bylaws** which shall include, but need not be limited to, the following:
 - a. Corporate name of the Service;
 - b. Definition of purpose, goals, and objectives of the Service;
 - c. Definition of population served and geographic area of service;
 - d. Membership—statement of types, qualifications, privileges and responsibilities, including frequency of meetings and voting procedures;
 - e. Governing Body
 - (1) Selection procedures for membership on Governing Body, terms of office with provision for rotation, voting procedures, frequency of meetings, designation of lines of authority and communication;
 - (2) Provision for election of officers, terms of office and duties of officers;

¹ *Robert's Rules of Order Newly Revised* may be used as a reference for further development of the bylaws.

- f. Provision for appropriate committees;
- g. Statement of responsibilities and duties of administrator;
- h. Statement of compliance with Civil Rights Act of 1964, and as amended by the Equal Employment Opportunity Act of 1972, and all other such laws dealing with civil rights and equal employment opportunity;
- i. Provision for annual independent audit;
- j. Provision for amending constitution and bylaws;
- k. Provision for perpetual dedication of assets to charitable purposes.

2. Governing Body

- a. Characteristics of the Governing Body
 - (1) Membership must be broadly representative of the geographic area of service, and shall be selected from various ethnic, sex and age groups, and shall reflect such interests as business, labor, government, education, voluntary, civic and health groups, social services, religious bodies and consumers of service.
 - (2) Members must serve without pay and shall accrue no financial benefit as a result of membership on the Governing Body. In order to provide for the involvement of persons who could not otherwise participate, out-of-pocket expenses (transportation, baby-sitting fees, etc.) may be reimbursed.
 - (3) Committees shall be appointed in sufficient type and number, to assist in carrying out the responsibilities of the Governing Body. Membership on all committees, except the Executive and Finance Committees, need not be limited to Governing Body members.
- b. Responsibilities of the Governing Body
 - (1) To set the policies for the Service.
 - (2) To employ an administrator and delegate to that person or her/his designee the authority for the management of the affairs of the Service on a day-to-day basis in accordance with established policies.
 - (3) To oversee the administration, planning and evaluation of the Service.
 - (4) To provide an ongoing and comprehensive annual evaluation of the activities of the Service, which shall be made available to the public.
 - (5) To negotiate contracts, approve an annual budget, maintain financial records according to accepted accounting procedures, and provide for an annual audit to be conducted by a qualified independent accountant.

- (6) To develop, with the collaboration of the administrator, personnel policies and practices.
- (7) To meet at least quarterly, and hold executive committee meetings as necessary.
- (8) To maintain minutes of all official proceedings, open to inspection by any interested party.
- (9) To insure the promotion of the Service through the media to the community at large.
- (10) To exercise an advocacy role, within the limitations imposed by Sec. 501(c)(3) of the Internal Revenue Code, as appropriate and necessary with other agencies, groups and systems in the area of service to insure the adequate provision of service and sensitivity of these organizations to the needs of volunteers.

3. Advisory Committee

An Advisory Committee may be created at the discretion of the Governing Body when deemed advisable to strengthen the Service.

- B. As a Function or Division of a Not-for-Profit Corporate Entity** the Service shall have an "Advisory Committee" appointed exclusively for the Service by the Corporate Entity's Governing Body and chaired by one of the Governing Body's members.

1. Characteristics of the Advisory Committee

- a. Members must be broadly representative of the geographic area of service, and shall be selected from various ethnic, sex and age groups, and shall reflect such interests as business, labor, government, education, voluntary, civic and health groups, religious bodies, consumers of service and cooperating agencies.
- b. Members shall serve without pay, and shall accrue no financial benefit as a result of membership on the committee. In order to provide for the involvement of persons who could not otherwise participate, out-of-pocket expenses (transportation, baby-sitting fees, etc.) may be reimbursed.

2. Responsibilities of the Advisory Committee

- a. Through its chairperson, to report to, advise and assist the Governing Body in formulating policies and practices by providing recommendations for the effective functioning of the Service.
- b. To assume any and all duties as delegated by the Governing Body.
- c. To effect continuous liaison with the administrator in the day-to-day operation of the Service.
- d. To exercise an advocacy role, within the limitations imposed by Sec. 501(c)(3) of the Internal Revenue Code, as appropriate and necessary with other agencies, groups and systems in the area of service to insure the

adequate provision of service and sensitivity of these organizations to the needs of volunteers.

- e. To meet at least quarterly, and hold executive committee meetings as necessary.
- f. To maintain minutes of all official proceedings, open to inspection by any interested party.

C. As a Function or Division of A Federal, State or Local Government Agency, the Service shall have an Advisory Committee.

1. Characteristics of the Advisory Committee

- a. Members must be broadly representative of the geographic area of service, and shall be selected from various ethnic, sex and age groups, and shall reflect such interests as business, labor, government, education, voluntary, civic and health groups, religious bodies, consumers of service and cooperating agencies.
- b. Members shall serve without pay, and shall accrue no financial benefit as a result of membership on the Advisory Committee. In order to provide for the involvement of persons who could not otherwise participate, out-of-pocket expenses (transportation, baby-sitting fees, etc.) may be reimbursed.

2. Responsibilities of the Advisory Committee

- a. To advise and assist the government in formulating policies and practices to insure the adequate functioning of the Service.
- b. To effect continuous liaison with the administrator in the day-to-day operation of the Service.
- c. To exercise an advocacy role, within the limitations imposed by Sec. 501(c)(3) of the Internal Revenue Code, as appropriate and necessary with other agencies, groups and systems in the area of service to insure the adequate provision of service and sensitivity of these organizations to the needs of volunteers.
- d. To meet at least quarterly, and hold executive committee meetings as necessary.
- e. To maintain minutes of all official proceedings, open to inspection by any interested party.

II. Staff

STANDARD:

THE STAFF OF THE SERVICE SHALL BE COMPETENT, ETHICAL, QUALIFIED AND SUFFICIENT IN NUMBER TO IMPLEMENT THE POLICIES AND CARRY OUT THE RESPONSIBILITIES OF THE SERVICE.

CRITERIA:

A. Responsibilities of the Administrator

1. To work with the Governing Body or appropriate committee.
 - a. Operate within prescribed policies as determined by the Governing Body or appropriate committee.
 - b. Assist in the training of the Governing Body or committee members.
 - c. Report regularly to the Governing Body or appropriate committee and provide information necessary for evaluation of the Service.
 - d. Determine need for and recommend to the Governing Body or appropriate committee advocacy activities as circumstances require.
 - e. Make recommendations on the personnel needs of the Service.
2. To employ, train and supervise staff.
 - a. Select for employment those persons appropriate for the Service within the personnel needs established by the Governing Body or appropriate committee.
 - b. Provide job descriptions, clarify job roles and lines of communication.
 - c. Provide for pre-service orientation and training and ongoing in-service training for staff.
 - (1) Prior to working within the Service, the staff shall be oriented to the purpose and function of the Service, the role of the Governing Body and committees, the organizational structure, the major community agencies and their services, the role of the volunteer, and the staff's relationship to the volunteer and the various program components.
 - (2) In-service training shall occur on a regular basis and include refinement and updating of items listed above in (1). It should also include provision for self and/or group criticism of techniques and staff feedback on the refinement of procedures.
3. To operate the Service on a sound business and social service practice base.
 - a. Implement personnel practices including policies regarding salaries and working hours of staff.
 - b. Establish sound working relationships and coordination with recognized agencies as well as community groups and organizations that provide essential human services.
 - c. Develop a clear and concise annual statement of the activities of the Service.
 - d. Provide community planning and funding agencies with appropriate information at regular intervals.
 - e. Provide for consultation services as needed in business and systems management, social work, psychology, health and other disciplines in order to insure staff and organizational competency.
 - f. Maintain appropriate confidentiality of the Service.
 - g. Assist in developing a budget and operate within its guidelines, and assist in securing adequate financing for the Service.

- B. Program Responsibilities** shall be carried out by the staff, under the supervision of the administrator.
1. Develop sound relationships with agencies involving volunteers and agencies potentially involving volunteers.
 2. Assist agencies to identify areas in which to involve volunteers.
 3. Provide training for staff of agencies involving volunteers.
 4. Develop and effectively utilize the resource file.
 5. Provide an adequate record keeping system.
 6. Maintain appropriate confidentiality of the Service.
 7. Develop and carry out an effective volunteer recruitment program.
 8. Assess the strengths and capabilities of the volunteers through interviewing.
 9. Develop and effectively utilize a procedure to refer volunteers for placement.
 10. Provide sufficient follow-up to insure satisfactory placement of volunteers.
 11. Provide for or encourage agencies to provide for an adequate orientation and training program for volunteers.
 12. Encourage the development of a program of recognition for volunteers.
 13. Provide ongoing evaluation of the Service.
 14. Provide advocacy services when necessary.
 15. Communicate effectively with the public regarding the Service and its need for volunteers.

III. Facilities

STANDARD:

FACILITIES SHALL BE PROVIDED IN SUFFICIENT QUALITY AND QUANTITY TO INSURE THE ADEQUATE OPERATION OF THE SERVICE.

CRITERIA:

- A. Space shall be sufficient to insure confidentiality in interviewing and to carry out the other responsibilities of the Service.
- B. The Service shall be equipped with a telephone system with adequate lines for hold and call-out purposes.
- C. The Service shall be equipped with desks, tables, chairs, supplies, locked filing cabinets and other necessary materials and accoutrements conducive to the physical and psychological comfort of the staff and volunteers.
- D. The Service shall be accessible to all people, including the physically handicapped, and to both public and private transportation.

IV. Financing

STANDARD:

FINANCING SHALL BE SUCH AS TO INSURE THE ADEQUATE PROVISION OF SERVICE AND THE ADHERENCE TO THE STANDARDS SET FORTH HEREIN.

CRITERIA:

- A. When the Service operates under private, not-for-profit auspices, it shall operate on a sound financial basis and according to acceptable accounting practices as outlined in the *Revised 1974 Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations*.²
- B. The Governing Body or appropriate committee shall be responsible for securing adequate financial support for the Service, approving the budget, and providing for an annual audit.
- C. The administrator shall be responsible for maintaining proper financial records, assisting in preparing an annual budget, operating within the guidelines of the budget, projecting future needs, and assisting in securing adequate financing.
- D. Budgeting and financing shall make adequate provision for the following: personnel; facilities; equipment; telephone; supplies; postage; publicity; printed materials; transportation; planning and training conferences; insurance; and reimbursement for out-of-pocket expenses to volunteers, in accordance with established policies.

V. Access to Service

STANDARD:

THE SERVICE SHALL CONTINUALLY SEEK TO ENCOURAGE MORE PEOPLE TO VOLUNTEER AND MORE AGENCIES TO INVOLVE VOLUNTEERS.

CRITERIA:

- A. The Service shall publicize volunteering and its role in assisting it to the general public and target groups.
- B. The Service shall develop a clear, concise statement of its objectives, services and office hours, and shall make such available to agencies and the public.
- C. A Service which recruits volunteers from the general population shall be responsive to the contributions that can come from the entire community, including foreign-speaking persons, the handicapped, and ethnic, age and low-income groups.
- D. The Service shall initiate consultation with and respond to requests of agencies as to procedures for involving or expanding involvement of volunteers in their programs.

²Copies may be purchased from the National Health Council, 1740 Broadway, New York, New York 10019, or from United Way of America, Order Desk, 801 North Fairfax Street, Alexandria, Virginia 22314. United Way also recommends *Accounting & Financial Reporting—A Guide for United Ways and Not-for-Profit Human Service Organizations* (\$15.00 per copy for one to ten copies; \$10.00 per copy for eleven or more copies).

Section B

Program Components

I. Resource Information

STANDARD:

ACCURATE, UP-TO-DATE INFORMATION ON VOLUNTEER OPPORTUNITIES AVAILABLE IN THE AREA OF SERVICE SHALL BE ACQUIRED, ORGANIZED AND MAINTAINED.

CRITERIA:

- A. A survey of all recognized public and private agencies and organizations, and services, which involve volunteers, shall be conducted for the purpose of identifying available resources and opportunities for volunteers in the area of service.
- B. An agency volunteer job file shall be developed and maintained and shall include the following information for each agency:
 - 1. Legal name, address, telephone number, and description of agency services.
 - 2. Name of supervisor of volunteers.
 - 3. Description and requirements of available volunteer jobs (skills, education, number of hours per week, special clothing/uniform, duties, etc.).
 - 4. Benefits available to volunteers (insurance, reimbursement for out-of-pocket expenses, transportation, etc.).
- C. Resource information shall be updated on a continual basis.

II. Record Keeping

STANDARD:

THE RECORD KEEPING SYSTEM SHALL INCLUDE ADEQUATE INFORMATION CONCERNING THE VOLUNTEERS TO INSURE EFFECTIVE LINKAGE OF THE VOLUNTEERS WITH THE AGENCIES REQUESTING VOLUNTEERS.

CRITERIA:

- A. Forms shall be developed for recording information about the volunteer necessary to link her/him with the appropriate agency or service, follow-up information to determine referral and/or placement satisfaction, and general information for evaluating the effectiveness of the Service.
- B. The recording forms shall include the following information: name, address, phone, access to transportation, abilities, language capabilities, preferences, knowledge, time available; agencies referred to, agency placed with, satisfaction of placement; source of volunteer's referral to the Service, date of volunteer's initial contact with the Service, dates of referral and placement. Optional information may include sex, age, marital status, number of children.
- C. The records shall be reviewed periodically, adding new information and discarding obsolete information.
- D. All records must be kept confidential and properly protected.

III. Recruitment

STANDARD:

RECRUITMENT SHALL BE DESIGNED TO ATTRACT VOLUNTEERS FROM THE ENTIRE POPULATION IN THE AREA OF SERVICE AND FROM ALL ETHNIC, SEX, AGE, HANDICAPPED, AND SOCIOECONOMIC GROUPS.

CRITERIA:

- A. The Service shall utilize methods of recruitment which will reach all segments of society, including the retired, low-income persons, youth, and professionals with special skills.
- B. Methods of recruitment may include, but need not be limited to, radio, television, newspapers, speakers bureau, newsletter, welcome wagon, and bumper stickers.
- C. The Service shall support, assist, and strengthen the efforts of agencies already recruiting volunteers for their own programs.

IV. Interviewing

STANDARD:

INTERVIEWING SHALL BE CONDUCTED TO IDENTIFY THE DESIRES, SKILLS, TALENTS AND CAPABILITIES OF VOLUNTEERS IN ORDER TO MAKE APPROPRIATE REFERRALS FOR PLACEMENT.

CRITERIA:

- A. An appropriate application form shall be completed.
- B. Interviews shall be conducted either face to face, by telephone and/or other means to obtain sufficient information regarding the time, skills, talents, desires and needs of the volunteers.
- C. Information shall be given to the prospective volunteer regarding volunteer jobs available, job responsibilities, obligations in becoming a volunteer (trial, commitment), etc.
- D. Volunteers shall be given the opportunity to discuss their preferences for agency placement.
- E. If there are no volunteer jobs available which are suited to the time, skills, talents, and interests of a volunteer, he/she shall be informed of such during, or shortly after, the interview.

V. Referral for Placement

STANDARD:

A WELL-DEFINED PROCEDURE SHALL BE USED TO LINK VOLUNTEERS MOST EFFECTIVELY WITH THE STATED NEEDS OF AN AGENCY.

CRITERIA:

- A. Volunteers shall be referred for placement in volunteer jobs which will best meet the needs of both the volunteers and the agency.
- B. Volunteers shall be referred for placement as soon as possible after the interview.
- C. Volunteers will only be referred for placement in agencies which meet the following minimum requirements:
 - 1. The agency must agree to work closely with the Service to assure the best use of volunteers' services.
 - 2. Written descriptions of volunteer jobs must be provided.
 - 3. A staff person must be assigned to supervise the volunteers.
 - 4. Orientation and training of volunteers must be provided.
- D. Volunteers shall only be referred to agencies approved by the Service, and never with an individual.
- E. Arrangements for placement shall be vested in the administrator and/or staff of the Service under her/his direction.
- F. Volunteers shall not be used to displace paid staff.

VI. Follow-up

STANDARD:

FOLLOW-UP SHALL BE PROVIDED TO INSURE VOLUNTEER AND AGENCY SATISFACTION.

CRITERIA:

- A. Conferences with agencies to which volunteers have been referred and placed shall occur within an agreed-upon period of time after placement or whenever the agencies request such of the Service to determine if there has been a satisfactory placement.
- B. Review of placements shall occur if they are determined unsatisfactory or inappropriate by the agency, the volunteer, or the Service.
- C. Once volunteers are placed and have initiated a relationship with an agency, the Service will not assume any responsibility for supervision and will make no other assignment of those persons until such time as the volunteers or the agency shall request it.

VII. Orientation & Training

STANDARD:

THE SERVICE SHALL PROVIDE FOR ORIENTATION AND TRAINING THAT LEADS TO CONTINUED PERSONAL DEVELOPMENT OF THE VOLUNTEERS.

CRITERIA:

- A. Orientation for volunteers shall include a general overview of the history and concept of volunteering, the role and functions of volunteers, the services and agencies involving volunteers, human needs involving volunteer service, etc.
- B. Training for volunteers giving direct service must be given by either the Service or the agency in which the volunteers are placed.
- C. Training for administrative volunteers (members of governing bodies or appropriate committees) to prepare them for their responsibilities of program planning and/or policy making may be developed by the Service on an area-wide basis.
- D. Training for staff members in the agencies involving volunteers should be developed, as needed, by the Service.
- E. Methods of training may include workshops, seminars, lectures, one or two day institutes, films, etc.

VIII. Recognition

STANDARD:

THE SERVICE SHALL ENCOURAGE RECOGNITION WHICH WILL PROVIDE

APPROPRIATE APPRECIATION TO THE VOLUNTEERS AND THEIR SERVICES.

CRITERIA:

- A. Identification as a volunteer may take the form of a badge, pin, name tag, arm band, or other identification which gives volunteers special recognition.
- B. Informal recognition may include warmth and friendliness on the part of the staff, asking advice, or an acceptance of volunteers as a "part of the team," to give them the assurance that what they are doing is needed and well done.
- C. Formal recognition may include job promotions, certificates, special award meetings, publicity and pictures in public media, letters of appreciation, etc.

IX. Evaluation

STANDARD:

ONGOING EVALUATION MUST OCCUR IN ORDER TO DETERMINE WHETHER THE CENTRAL VOLUNTEER COORDINATING SERVICE IS MEETING ITS STATED OBJECTIVES.

CRITERIA:

- A. The Service shall periodically evaluate its adherence to the Standards contained herein, and its achievement of stated goals and objectives.
- B. Referrals and placements of volunteers shall be periodically reviewed and assessed to determine whether or not the Service is effectively linking the volunteers with the appropriate agencies.
- C. Agencies' policies and practices of training, supervision, and working with volunteers shall be periodically evaluated to determine the agencies' abilities to meet the volunteers' needs.

X. Advocacy

STANDARD:

ADVOCACY ACTIVITIES MAY BE PROVIDED TO SUPPORT THE USE OF VOLUNTEER SERVICES IN THE HUMAN SERVICES SYSTEM.

CRITERIA:

- A. The Service should maximize its opportunity to act as a spokesman for volunteers.
- B. Advocacy activities shall be provided within the limitations of the nonprofit [501(c)(3)] status of the Service.
- C. Advocacy activities shall be consistent with the policies of the Service, as set forth by the Governing Body.

Summary of Standard Statements

THE ORGANIZATION UNDER WHICH THE SERVICE OPERATES SHALL INSURE THE EFFECTIVE ACHIEVEMENT OF ITS GOALS.

THE STAFF OF THE SERVICE SHALL BE COMPETENT, ETHICAL, QUALIFIED AND SUFFICIENT IN NUMBER TO IMPLEMENT THE POLICIES AND CARRY OUT THE RESPONSIBILITIES OF THE SERVICE.

FACILITIES SHALL BE PROVIDED IN SUFFICIENT QUALITY AND QUANTITY TO INSURE THE ADEQUATE OPERATION OF THE SERVICE.

FINANCING SHALL BE SUCH AS TO INSURE THE ADEQUATE PROVISION OF SERVICE AND THE ADHERENCE TO THE STANDARDS SET FORTH HEREIN.

THE SERVICE SHALL CONTINUALLY SEEK TO ENCOURAGE MORE PEOPLE TO VOLUNTEER AND MORE AGENCIES TO INVOLVE VOLUNTEERS.

ACCURATE, UP-TO-DATE INFORMATION ON VOLUNTEER OPPORTUNITIES AVAILABLE IN THE AREA OF SERVICE SHALL BE ACQUIRED, ORGANIZED AND MAINTAINED.

THE RECORD KEEPING SYSTEM SHALL INCLUDE ADEQUATE INFORMATION CONCERNING THE VOLUNTEERS TO INSURE EFFECTIVE LINKAGE OF THE VOLUNTEERS WITH THE AGENCIES REQUESTING VOLUNTEERS.

RECRUITMENT SHALL BE DESIGNED TO ATTRACT VOLUNTEERS FROM THE ENTIRE POPULATION IN THE AREA OF SERVICE AND FROM ALL ETHNIC, SEX, AGE, HANDICAPPED, AND SOCIOECONOMIC GROUPS.

INTERVIEWING SHALL BE CONDUCTED TO IDENTIFY THE DESIRES, SKILLS, TALENTS, AND CAPABILITIES OF VOLUNTEERS IN ORDER TO MAKE APPROPRIATE REFERRALS FOR PLACEMENT.

A WELL-DEFINED PROCEDURE SHALL BE USED TO LINK VOLUNTEERS MOST EFFECTIVELY WITH THE STATED NEEDS OF AN AGENCY.

FOLLOW-UP SHALL BE PROVIDED TO INSURE VOLUNTEER AND AGENCY SATISFACTION.

THE SERVICE SHALL PROVIDE FOR ORIENTATION AND TRAINING THAT LEADS TO CONTINUED PERSONAL DEVELOPMENT OF THE VOLUNTEERS.

THE SERVICE SHALL ENCOURAGE RECOGNITION WHICH WILL PROVIDE APPROPRIATE APPRECIATION TO THE VOLUNTEERS AND THEIR SERVICES.

ONGOING EVALUATION MUST OCCUR IN ORDER TO DETERMINE WHETHER THE CENTRAL VOLUNTEER COORDINATING SERVICE IS MEETING ITS STATED OBJECTIVES.

ADVOCACY ACTIVITIES MAY BE PROVIDED TO SUPPORT THE USE OF VOLUNTEER SERVICES IN THE HUMAN SERVICES SYSTEM.

Appendix

In addition to the Committee and the individuals and organizations identified previously, the following National Organizations offered comments and suggestions to the Standards during various stages of development:

American Hospital Association
American National Red Cross
American Social Health Association
Association of Volunteer Bureaus, Inc.
Boys' Clubs of America
Boy Scouts of America
Camp Fire Girls
Child Welfare League of America, Inc.
Girls Clubs of America, Inc.
National Association for Mental Health, Inc.
National Association for Retarded Citizens
National Association of Social Workers
National Center for Voluntary Action
National Council of the YMCA of the
United States of America
National Health Council
National Urban League
The Salvation Army
YWCA of the United States of America

Individuals (some of whom are directors of Volunteer Bureaus/Voluntary Action Centers and many of whom are on the Board of Directors of the Association of Volunteer Bureaus) who contributed their thoughts and suggestions include:

Louise Ahearn (Birmingham, Ala.); Hope Bair (Akron, Ohio); Marjorie Bolton (Burlingame, Cal.); Frances Bordelon (New Orleans, La.); Barbara Douglass (Davenport, Iowa); Elizabeth Frier (Lansing, Mich.); Evelyn Fraser (Detroit, Mich.); Jean Greene (Syracuse, N.Y.); Carolyn Henning (Chattanooga, Tenn.); Lois Hickey (Janesville, Wisc.); Phyllis Howlett (Des Moines, Iowa); Harriett Johnston (Shawnee-Mission, Kan.); Mary Ann Lawson (Riverside, Cal.); Shirley LeBerte (Huntsville, Ala.); Stanley Levin (Baltimore, Md.); Harriet Naylor (Washington, D.C.); Aaron Sacks (Pittsburgh, Pa.); Gloria Sawtell (Santa Fe, New Mex.); Ann Shanberg (Kansas City, Mo.); Cynthia Strite (Cupertino, Cal.); Cynthia Wedel (Washington, D.C.).



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