

WORKSHOP 18

DEVELOPING AN AGENCY VOLUNTEER POLICY

Saturday 17.30 Room 2

Mavis Carrilho. Joost Heinsius CIV

step 1

Formulate your mission in working with volunteers

step 2

Create a structural acceptation of volunteer work inside the organisation

step 3

Formulate tasks for volunteers and write job descriptions

step 4

Formulate goals and aims for volunteer work

step 5

Take care of rewards and motivation

step 6

Formulate the practical sections of your volunteer policy

step 7

Develop a regular evaluation and re-adjustment of your volunteer policy

step 1

Formulate your mission in working with volunteers

- ► the goals of your organisation → reasons for working with volunteers
- negative reasons:
 - lack of money, people and services
- positive reasons:
 - other quality, expertise, more time or attention for people, more credibility for your target group, less bound to rules, freeer to experiment.

use positive reasons!



step 2

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Create a structural acceptation of volunteer work inside the organisation

► Targets:

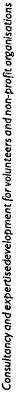
- Board management
- All groups in organisation
- Organisational culture



step 3

Formulate tasks for volunteers and write job descriptions

- 1. Formulate tasks:
 - existing activities you would like to do more or more often
 - unfulfilled needs of your clients/target group you are not able to fulfill now
 - unfulfilled needs of the paid staff (supporting their work)
 - what you would like to change (in activities or in the organisation) if there was more time or different expertise available







- 2. Writing job descriptions:
 - the tasks
 - who s/he has to deal with or report to
 - the responsibilities
 - the time spent
 - the expertise needed
 - time-schedule for task execution
 - where to go (fixed place of work or not)
 - etc.

Content of jobs:

- meaning and importance for the organisation, for the clients and for the volunteer
- a goal that can be reached
- turf
- responsibility
- time limit
- support
- arrangements

► For the organisation:

- planning space
- planning support
- training the volunteer
- clear descriptions of the goals and duties of the volunteer
- information to keep the volunteer involved and be able to participate

step 4

Formulate goals and aims for the volunteer work

- ► general goals → concrete and attainable aims for (groups of) volunteers
- describe aims in quantities and/or qualities

Kinds of aims:

- effect on the clients/target group:
 - service
 - how often
 - which quality
- aims for the volunteers themselves
- aims in public relations

step 6

Formulate the practical sections of the volunteer policy

Policies on:

- budget/materials/working space
- recruitment/selection
- introduction/support
- reimbursement of out-of-pocket expenses
- insurance
- volunteer participation in management

step 7

Develop a regular evaluation and re-adjustment of the volunteer policy

Develop procedure/questionaires

Agree on:

- who is going to evaluate
- who sets the criteria
- who judges the results
- consequences
- Take stock of the existing volunteer work:
 - where in the organisation and on what level
 - the tasks volunteers fulfill
 - the numbers of volunteers involved



- Evaluate the effect of the volunteer work:
 - ask the clients/target group for their opinion on the services
 - ask same of paid staff
 - ask volunteers their opinion of the work
- Evaluate the relation between paid and nonpaid staff:
 - what went well
 - what did not work
 - what is needed to make it better.
- Ask all groups involved (volunteers, clients/target group. paid staff and management) for suggestions to improve and extend volunteer work and services



step 5

Take care of rewards and motivation

Aim: to keep volunteers and to keep volunteers motivated.

- supportive and positive atmosphere, personal attention
- know motives to motivate
- tangible motivating factors:
 - working space
 - clear job descriptions,
 - rules and regulations, etc.
 - nontangible motivating factors:
 - recognition
 - stimulation to grow
 - work for success
 - work that fosters creativity
 - volunteers as part of human capital:
 - annual report
 - organisational charts
 - personel outings

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