



volonteuropa

WORKSHOP 18

DEVELOPING AN AGENCY VOLUNTEER POLICY

Saturday 17.30 Room 2

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Developing an agency volunteer policy in seven steps

step 1

Formulate your mission in working with volunteers

step 2

Create a structural acceptance 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



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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, freer to experiment.

use positive reasons!



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step 2

*Create a structural acceptance of
volunteer work inside the
organisation*

► **Targets:**

- **Board - management**
- **All groups in organisation**
- **Organisational culture**

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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



→ **step 3**

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

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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



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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



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step 7

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

- ▶ Develop procedure/questionnaires
- ▶ 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



→ **step 7**

- ▶ 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

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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