

Standards and Guidelines for The Field Of Volunteerism



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ENDORSED BY THE ALLIANCE FOR VOLUNTEERISM

SPONSORED, COMPILED AND EDITED BY THE
ASSOCIATION OF VOLUNTEER BUREAUS

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Editor

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Association for Administration of Volunteer Services
Association of Junior Leagues
Association of Voluntary Action Scholars
Association for Volunteer Bureaus
Call for Action
Church Women United
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National Association for Volunteers in Criminal Justice
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FOREWORD

"To volunteers, we owe an opportunity for self-development, enjoyment, and actualization of ideals and aspirations. To the organizations, we are responsible for continuity and vitality of the program and progress toward stated goals . . . both as a means of accomplishing the purposes and ideals of the organization."

. . . Harriet Naylor

CONTRIBUTORS OF RESOURCE MATERIALS

ACTION
American College of Nursing Home Administrators
American Hospital Association
American Red Cross
Assembly, The
Association for Administrators of Volunteer Services
Association of Junior Leagues, Inc.
Association of Voluntary Action Scholars
Association of Volunteer Bureaus, Inc.
Boston, Mass. Voluntary Action Center
Boulder County Juvenile Court
Boys Club of America
Call for Action
California Volunteer Network
Camden Volunteer Bureau
Center for a Voluntary Society
Chicago, Ill. Voluntary Action Center
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Community Fund of Chicago
Council of National Organizations of Adult Education
Drug Abuse Council
Girl Scouts of U.S.A.
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Junior League of Seattle, The
Kansas City General Hospital & Medical Center
Kansas City Voluntary Action Center
Morris County, New Jersey Voluntary Action Center
National Association of Social Workers
National Association of Volunteers in Criminal Justice
National Black United Fund
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National Commission on Resources for Youth
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National Information Center on Volunteerism
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PREFACE

Few models, standards, and guidelines exist in the field of volunteerism to guide emerging and on-going programs. Volunteer turnover in new programs is prevalent and volunteer programs are started with little knowledge and background in volunteer personnel administration, the basis for any sound volunteer operation.

While some local, state, and national volunteer organizations have produced standards and guidelines for effective operation of volunteer activities, a majority have not done so. The diverse kinds of volunteer organizations in the human services field have never been examined for those common and unique elements which create success in effectively meeting program goals. Establishment, verification and identification of such management, policy and administrative elements are vital. Wide dissemination of these elements to the volunteer world can increase the ability of citizens to solve human problems through voluntary efforts.

Volunteer Bureaus and Voluntary Action Centers are linked to thousands of human service volunteer programs on local levels and daily provide consultation on all aspects of volunteering. In this effort, these centralized volunteer coordinating centers see the need for models, guidelines, and standards to further the development and expansion of volunteer participation. Standards would benefit volunteers involved by providing more personally enriching experiences for individuals, thereby expanding human services capabilities to provide better services to people in need.

Thousands of agencies turn to Volunteer Bureaus and Voluntary Action Centers for advice, materials, standards, guidelines, and models to initiate and upgrade their programs. The Association of Volunteer Bureaus has been concerned with the setting of standards and accreditation during the past 25 years. In line with this major concern, AVB accepted the role of convenor for the task force on Guidelines, Standards, Accreditation and Model Development as one of eleven task forces initiated through member organizations of The Alliance For Volunteerism (AFV). AVB administered the task force activities, and involved a cross-section of available national expertise to address the goals of the task force. (For the listing of task force members see page i.)

The mission given the Association of Volunteer Bureaus' task force of the Alliance for Volunteerism was to develop guidelines, standards and accreditation procedures, and identify existing and potential models for use in the field of volunteer affairs.

In addressing the area of standards and guidelines, the task force addressed the ultimate goal of the Alliance for Volunteerism (AFV): Mainly, to strengthen and make more efficient and effective the volunteer contribution to America. The Alliance's major concern within the voluntary sector is to strengthen both service-oriented (helping) volunteering and responsible issue-oriented (advocacy) volunteering in the public interest.

To further the collaborative objective of the Alliance, every effort was made on the part of the AVB task force to involve and ensure active collaboration of a significant number of competent individuals, organizations and institutions on the local and national levels.

The task force was first convened in September, 1975 by the Association of Volunteer Bureaus, Inc. Initial review of those needs relating volunteerism to guidelines, accreditation and model development resulted in the establishment of its two overall goals. Priority was given to the development of standards and guidelines.

At its May, 1976 meeting, the task force reviewed its efforts to gather existing materials on standards and guidelines. Task force members agreed to assume the responsibility for researching and reporting on subjects pertinent to the field of volunteering. They identified standards and guidelines by abstracting generic principles from materials submitted by over 60 organizations.

Volunteer Bureau/Voluntary Action Center Directors and representatives from major national organizations reviewed a draft of the standards. Their recommendations were

incorporated into the final draft.

In formalizing the standards and guidelines, the task force agreed to keep in mind that its purpose is not to become enforcers nor to become rigid. Its purpose has been to identify, compare and consolidate materials, then write, print and publish.

The task force envisions that acceptance of these standards will bridge the gap between existing practices and desirable goals, and the guidelines provide directions and methods to achieve those goals.

Acceptance and application of these standards by agencies will assist volunteer organizations in seeking funds. They can also serve as indicators of quality and effectiveness to potential donors. Standards can also serve as a means for leaders of organizations to measure the effectiveness of administrative support and assistance to their constituencies.

A logical step also would be to encourage accreditation bodies to incorporate these standards into their credentialing procedures.

Further, it would be beneficial to pursue development of demonstration programs which apply standards and guidelines and develop credentialing procedures and models to controlled-live situations over a period of time. The demonstration programs can serve as ongoing training and consulting laboratories for national, regional and local programs throughout the country.

Publication of these standards and guidelines is the first step. Publication of models supporting implementation of the standards should follow. These models need to be selected volunteer programs that have been field tested and proven useful in their communities.

In order for these standards and guidelines to be useful to the field there will be a need to provide experimental learning opportunities for national representatives and local personnel of volunteer agencies in the application of the standards and guidelines.

It is our hope that by setting forth these standards and guidelines for the field of volunteerism, they will encourage and enable the human services field in the development of new volunteer programs. These standards and guidelines will provide a body of knowledge to extend and enrich programs through the effective, well-organized and meaningful involvement of people who wish to give their talents, skills and time to helping others. Also, it is our hope that through these standards volunteers will be given help to learn and grow themselves.

Ann Jacobson, ACSW
Editor

LIST OF STANDARD STATEMENTS

ORGANIZATION AND ADMINISTRATION

A. Organizational Framework:

The organization under which the program operates shall insure the effective achievement of its goals.

B. Staff Both Paid and Unpaid:

There shall be staff sufficient in number to implement policies and carry out responsibilities of the volunteer service.

1. Staff Responsibilities:

The staff shall be responsible for the operation and direction of the program and shall work in partnership with the governing body.

2. Paid Staff-Volunteer Relationships:

The paid staff and the volunteers shall share the responsibility for carrying out the assigned tasks or functions of the agency. Decision-making and policy-formulation shall involve those who will be affected by it.

3. Staff Qualifications:

Staff of the program shall believe in the value of volunteer participation and its benefits. Staff shall have sufficient knowledge, experience and demonstrated skills to perform effectively and to accomplish the program objectives.

4. Staff Selection:

Staff shall be selected on a realistic basis of suitability to agency needs.

5. Staff Orientation and Training

Staff shall be provided orientation and training.

6. Salaries/Benefits for Paid Staff

Organizations shall offer salaries and benefits commensurate with the work to be accomplished and comparable to staff positions in the current job market and existing classifications at professional levels. Regional cost of living differentials shall be considered.

7. Benefits for Volunteers (unpaid staff)

Organizations shall offer benefits to volunteers.

C. Facilities:

Facilities shall be provided in sufficient quality and quantity to ensure the adequate operation of the service.

1. Accessibility:

The facility shall be visible and available to all people, including the physically handicapped. Both public and private transportation should be available.

2. Space & Equipment:

The facility should have adequate space and necessary equipment for the service to function efficiently and comfortably.

D. Financial Management:

The service shall operate on a sound financial basis according to acceptable accounting practices.

1. Funding the Service:

Financial resources must be sufficient to carry out the program of the agency or

organization and to meet the standards set forth in this document.

2. Budget

A budget shall be compiled annually and shall present an organized estimate of anticipated costs for achieving desired goals.

PROGRAM COMPONENTS

A. Resource Information

1. Services

Accurate, up-to-date, information of community needs and volunteer opportunities in the area of service shall be acquired, organized, maintained and periodically reviewed.

2. Materials (Equipment, supplies, space etc.)

Volunteer organizations shall identify their material needs and try to secure donated (and minimal cost) resources which will contribute to and enhance the organization's operations.

B. Record Keeping

The record keeping system shall include adequate information concerning the volunteer for appropriate linkage and retention in addition to service and training records of volunteers, with safeguards for confidentiality are essential. The system shall also provide for information for purposes of documentation of legal responsibilities, accountability, evaluation and planning.

C. Job Descriptions

Written job descriptions of volunteer tasks shall be available. They shall be up-dated as needed and shall outline time required, skills needed and duties to be performed.

D. Recruitment

Recruitment shall be designed to attract potential volunteers from the entire population in response to the number and kinds of volunteer opportunities that are available.

E. Interviewing

Interviewing shall be conducted to determine how the desires, skills, and capabilities of the potential volunteers relate to the needs of an agency/organization.

F. Selection & Placement

Volunteers shall be selected and placed in volunteer jobs which will best meet the needs of the volunteers, receivers of service, and the agency in compliance with an affirmative action policy.

G. Follow-up

Follow-up shall be provided to ensure volunteer and agency satisfaction.

H. Preparation: Orientation & Training

The organization shall provide for orientation that will prepare volunteers to carry out their service roles in accordance with agency policy and training that will lead to the continued personal development of the volunteers.

I. Supervision

Clearly defined lines of supervision, and/or support, shall be communicated so that volunteers will know to whom they are responsible, to clarify lines of authority, to facilitate accountability, and to help volunteers understand sources of information and guidance.

J. Evaluation

1. Volunteer Program

There shall be ongoing periodic evaluation of volunteers' program performance in the attainment of the stated goals and objectives. Evaluation shall be a process upon which to make decisions regarding volunteers and an ability to interpret their value.

2. Volunteer Skill Assessment

Volunteer performance shall be evaluated on a regular basis to determine the volunteers' potential, the volunteers' needs, growth and satisfaction, and their contributions to the agency and clients.

K. Motivation

1. Recognition

Formal, as well as informal recognition shall be an integral part of volunteer programs.

2. Retention

The staff shall provide guidance, supervision and planned responsibilities for needed services for the successful retention of volunteers.

L. Career Development

Volunteer opportunities shall exist in all human service fields at all levels.

SECTION 1

Foundation for volunteerism— an introduction

Standards and Guidelines

Standards bridge the gap between existing practices and desirable goals. Standards are statements of desirable goals, and guidelines provide direction and methods to accomplish these goals. Standards exist in most fields of endeavor in order to maintain acceptable levels of performance, and the voluntary sector needs them as well. Even the most knowledgeable and experienced in the field need to be reminded of standards.

Standards represent the level or performance of a given service which the community expects and is willing to support and accept. They are the criteria by which performance is judged. Standards are attainable objectives and can determine good practice in professional management.

These standards deal with specific areas of concern, and guidelines have been designed to help people to meet them. There is room for alternative approaches, depending on the uniqueness of each program. The integrity and identity of any organization need not be violated and would be strengthened by clarity of goals and roles.

Many organizations utilizing volunteers have developed some standards. The impetus for establishing these standards come from the expressed desire of the organizations themselves for this kind of guidance. Where practices currently are less than desirable guidelines can lead toward improvement.

If volunteers are to be an integral part of an overall operation of an organization there is a responsibility to assist and maintain standards to protect the client, the organization, and the individual volunteer.

Those who will use these standards will accept that, in the development of our democratic society, volunteers have played a significant role.

Citizen participation in community affairs is a phenomenon deeply rooted in the American ethos. During recent times, participation has expanded to include those who had time rather than money. Then, during the last decade, application of the principle of maximum feasible participation caused a sharp surge of volunteer activity by the poor and by the consumers of services. Volunteer participation continues to provide a way of applying democratic principles and individual responsibility in an increasingly complex society. The practice of giving and serving continues. Openness and citizen participation are required, by recent legislation for human services programs. At the same time citizens demand direct access to the decision making process. Volunteer service is one important dimension of access and meaningful participation.

Service-oriented motivation appears to be increasing for men as well as women. Volunteer opportunities for self realization may be particularly important for people in a time of role transition. Volunteering is seen as an alternative for those seeking gainful employment, because it

may provide opportunities for gaining self-confidence and acquiring skills leading to employment. It should continue to be an option for those who choose it.

Organization of the Service

Experience in tested and well-conceived volunteer programs demonstrates that volunteers have special contributions to make to human services at every level of practice which cannot be made by paid staff because of the perception of the public and clients of their roles.

It is essential in any service involving volunteers that there be some form of organization of their work. By organizational framework, we mean the provision of a system within and through which volunteers are enabled to perform their work—as far as possible—effectively, smoothly and with satisfaction to their clients, themselves and the services which need their help.

Not all volunteers feel the need to work within a formal structure. Thus, many grass root and self-help efforts begin in an informal way. As such efforts grow, eventually the necessity for some person, or persons, to undertake the organization or management of it will become apparent. The standards for an organizational framework deal with a legally constituted governing body and a well organized advisory committee. The governing body may be a function or division of a not-for-profit corporate entity or of a federal, state or local government agency.

(In some instances these standards are applicable in proprietary institutions, i.e. nursing homes)

These instrumentalities can help insure a volunteer program's effective achievement of goals, legal protection and continuity. They can also enhance the organization's consideration, setting and/or recommending policies and developing and implementing programs.

The Standards have been related to the following organizational framework:

1. Central Volunteer Coordinating Bodies (including Volunteer Bureaus/Voluntary Action Centers)
2. Public or private agencies with volunteer services as a department or division (services primarily provided by paid staff)
3. Agencies with services primarily provided by volunteers (with relatively little or no paid staff.)
4. Volunteer membership organizations (e.g. Association of Junior Leagues, Jaycees, etc.)

1. CENTRAL VOLUNTEER COORDINATING BODIES

Central Volunteer Coordinating Bodies play an important role in the community planning for social service delivery. Experience has proved that they are effective both in securing leadership and in improving the quality of services performed.

A Central Volunteer Coordinating Body operates on a communitywide basis, available to all citizens and to all recognized, tax-supported and voluntary health, welfare, recreational, educational, civic and cultural agencies in its service area. The CVCB can be structured with sufficient flexibility to permit growth and change of emphasis in line with community change.

A Central Volunteer Coordinating Body can meet an established community need and should be a recognized part of the community's overall plan for service.

A Central Volunteer Coordinating Body can perform the basic role of recruitment and referral of individuals and groups to agencies in the community. It can assume responsibility in the community for developing standards for volunteer involvement, exploring new avenues for volunteer service, coordinating volunteer activities promoting training and consulting with local agencies and citizen groups on volunteer participation.

A Central Volunteer Coordinating Body can be chartered or incorporated as an independent agency or set up as a department of an existing agency with a definite plan of organization.

Usually sufficient commitment of interest from community groups can be gathered to insure responsible and sustained leadership.

A Central Volunteer Coordinating Body must receive financial support from a dependable source. Also, it must have a clear understanding with the agency to whom volunteers are referred regarding that agency's responsibility to the volunteer for appropriate orientation, training, supervision and consultation.

The role of the Central Volunteer Coordinating Body must be clear in identifying the responsibilities and rights of volunteers; of the organization with which the volunteers are associated; and of the people assisted by the volunteer effort.

2. PUBLIC AND PRIVATE AGENCIES WITH VOLUNTEER SERVICES AS A DEPARTMENT OR DIVISION (services primarily provided by paid staff)

In larger systems the volunteer program can be a separate division or department as in hospitals, public school systems, museums, city hall, state social services. It can be a state office of volunteerism.

Volunteers contribute significantly to agencies when the need for increased services to individuals far surpasses the supply of financial and human resources.

The volunteers in a service agency or organization substantially increase the service to the clients, promote community understanding and cooperation, and assist in achieving the overall goals of the agency.

Planned volunteer participation in an agency must incorporate certain components and procedures such as volunteer job descriptions, recruitment, interviewing, placement, orientation and training, supervision, evaluation and recognition.

Such a program requires strong administrative support for program direction and constructive supervision. Staff should be oriented to the meaningful and effective involvement of volunteers.

Leaders of the volunteer component must believe in the values and advantages of volunteer participation and should express firm convictions about the benefits which can result from volunteer efforts.

Plans for volunteers in a program should be inaugurated and maintained with encouragement of creative ideas and actions.

Volunteer participation should allow individuals to realize their highest potentials while serving others.

Volunteer activity should offer opportunities for expanding the scope of services being provided by the agency.

3. AGENCIES WITH SERVICES PRIMARILY PROVIDED BY VOLUNTEERS (with relatively little or no staff)

Voluntarism now includes many informal and formal associations devoted to a special interest, project or cause: self-help, neighborhood improvement, advocacy for vulnerable people such as youth, aged, handicapped, etc., research on and prevention of health problems, issues such as transportation or housing shortages.

Stimulated by the efforts of the National Foundation with polio, other disease oriented organizations have proliferated.

Concerned citizens with a high proportion of consumers in the constituency mobilize community citizen support and organize associations. Some eventually organize into formal organizations and agencies.

Examples of volunteer services offered by highly volunteer weighted organizations are:

- a. Youth group leadership and support, Big Brothers and Sisters, etc.
- b. Widow-to-widow or hospice services to bring empathy and dignity to dying or grieving

persons.

- c. Family volunteering for respite to the own families taking care of invalids, aging persons, retarded persons, etc.
- d. Emergency services in natural disasters as the Red Cross, etc.

4. VOLUNTEER MEMBERSHIP ORGANIZATIONS

Throughout the years, volunteer membership organizations have responded to the needs of their institutions and in their responses have demonstrated great value. Today, new needs have opened wider the doors of opportunity for services, and volunteer membership organizations have proved their flexibility by adopting roles for meeting newly-emerging needs.

Volunteer membership organizations must seek to shape vital new roles appropriate to today's world by exploring concepts of service in untried areas of activity while, at the same time, continuing their work in traditional programs that serve an actual need.

The volunteer organization should help its membership to comprehend and appreciate fully the community, its sociological structure, its attitudes toward available services, and its resources. To be effective, volunteer membership organizations should periodically re-evaluate their basic programs and determine whether they continue to serve important purposes.

With the support and approval of their memberships, volunteer organizations should devise plans of action to help establish new and needed programs and develop ways and means of fund raising that favorably reflect on the images of the organizations to assist programs for which financing may not yet be available.

Volunteer membership organizations should use their influence for social change where the need is seen, provided that their roles are clearly understood and accepted by all parties affected.

No matter what type of organizational framework is involved, an organization should clearly state exactly what volunteers and the program are to accomplish. Ongoing feedback from experience should be reflected in a continuous process of readjustment of goals and objectives.

Program Development

When establishing or evaluating any program the first step is to identify and define the needs which that particular volunteer program meets in the community. The goals for volunteers in the program should be to enrich services to clients, the agency, and the community.

These goals must also provide insight into the human service field, into public policy consideration and encourage participation in the organizational structure of the service.

In setting goals it is important to consider:

- alternatives for objectives.
- wishes of the staff.
- nature, objectives, and structure of the organization
- nature of the clientele to be served.
- local community conditions and resources.
- volunteer and paid staff resources.
- funding resources.

Effective volunteer service requires effective planning. Without planning there would be little sense of purpose, direction or achievement. Planning enables one to figure out where one is going and points out the road most likely to get one there. Planning will help in dealing with future survival and also with the day-to-day problems of volunteer programs and paid staff.

An organization must utilize planning as a vehicle to accomplish short-term objectives which contribute to long-term objectives. This, in turn, enables the organization to achieve its purpose and function effectively.

In planning, the following guidelines must be considered:

- Plans must be logical and in agreement with the organization's goals and objectives.
- Set short-range and long-range objectives annually and review them periodically and revise if needed.
- Plans must evaluate the validity of current objectives and be related to available fund, sites and resources.
- Community commitment to the program or service must be considered.
- Plans must consider the feasibility of implementing the services to be provided.
- They should encompass a developmental design which includes recruitment, placement, training, supervision, record-keeping, evaluation and recognition.
- Completion dates and specific tasks to be performed must be indicated.
- Encourage a plan for public information/public relations.
- Realistic board or committee planning that includes in-depth deliberation, periodic brainstorming and lengthy discussion.
- Effective planning can accomplish the following:
 - Enable the volunteer organization to make the most efficient and effective use of available people and other resources.
 - Provide for continuity of the operation and become a vehicle for management to realize programs and activities.
 - Eliminate overlapping and duplication by being related to all community agencies.

Roles of Volunteers

A very important preliminary part of the planning process is determining various roles for agency or organizational volunteers. These roles help identify and clarify which services volunteers will perform and are useful in developing volunteer job descriptions and performance evaluations. Also, they are effective tools in assessing the productivity of volunteers. Volunteers' skills must be matched to appropriate volunteer work and roles.

Essentially, there are five types of volunteer roles: The first is a direct service role, direct-service volunteers may visit families, teach first aid to a scout troop, assemble family medical histories in a neighborhood clinic, translate physician's instructions to a Spanish-speaking patient, give one-to-one attention to an institutionalized child, etc. The indirect service volunteers help clients without necessarily having contact with them, by contributing funds, preparing food for Meals on Wheels and paint or repair homes for needy persons.

The third major category of volunteer roles is administrative. Among the major functions of administrative volunteers are organization, delegation, planning, training, supervision, and evaluation. The administrative volunteer plans, organizes and arranges for the implementation of policies set by boards and other leadership bodies.

The fourth type of volunteer is the policy-maker. This category of volunteer serves on the board on a neighborhood center or as a member of a planning committee . . . Policy-making involves analysis of problems and issues, broad vision, decision-making within a well-defined social framework, and a thorough understanding of the goals of an organization. It may also involve dealing with sensitive issues of precedent, of major re-direction of a project or agency, of compliance with internally set requirements, or with personnel decisions.

The advocacy volunteer, the fifth type, influences policy making, affects public attitudes, stimulates social change and works for change in services or systems affecting others; e.g., demanding adequate housing, welfare rights, prison reform or improved services for the elderly. It might mean fighting for higher personnel standards, supporting a budget, intervening on a consumer complaint.

Volunteers' Rights and Responsibilities

Closely tied with volunteer role models are volunteers' rights and responsibilities. These should be included in the planning stages of a good volunteer program. Volunteering is a rewarding experience when all participants in the relationship have mutual respect and desire to cooperate in meeting designated needs. The following list identifies these rights and responsibilities.

Volunteers have the right to:

- Be assigned jobs which are worthwhile and challenging, with freedom to use existing skills or develop new ones.
- Be trusted with confidential information that will help carry out assignments.
- Be kept informed through house organs, attendance at staff meeting, memoranda, etc., about what is going on in the organization.
- Be made aware of the relationship of the job—however small—to the total effort, and the importance of their contributions.
- Have successful job experiences that provide opportunities for growth development.
- Receive orientation, training and supervision for the jobs they accept and know why they are being asked to do a particular task.
- Expect that their time will not be wasted by lack of planning, coordination and cooperation within the organization.
- Know whether their work is effective and what makes it important; have a chance to increase understanding of self, others, and the community.
- Be reimbursed for out-of-pocket costs, if that is the only way they can volunteer. Reimbursing might include meals, transportation and babysitting. Insurance coverage for volunteer should be available.
- Declare allowable, non-reimbursed, out-of-pocket costs for federal (some state and local) income tax purposes if serving with a charitable organization.
- Expect valid recommendations and encouragement from supervisors so they can move to other jobs—paid or unpaid.
- Be given appropriate recognition in form of awards, certificates of achievement, but even more importantly, recognition of day-to-day contributions by other participants in the volunteering relationship.
- Ask for new assignments within an organization or return to a volunteer center when ready for reassignment.
- Have access to the system through volunteer opportunities in policymaking, advocacy, direct services and administration in human service agencies.
- Participation in the planning and evaluation of his or her work and, when appropriate, in the planning, priorities setting and evaluation of the program in which he/she serves.

Traditionally service volunteer activities provide satisfaction and rewards other than money. This factor should not be overlooked. Opportunities to participate in policy-formulation and community decisionmaking have tended to be the domains of small, affluent groups. Such

volunteer opportunities must be expanded to include the total spectrum of citizens. Training must include the entire group if participation is to be effective.

Volunteer roles should be integrated into the official agency structure, with emphasis placed on the team concept of community care delivery.

More positions for administrators of volunteer services need to be developed to provide volunteer registration, interviewing, orientation, and supervision on a systematic basis where sizable numbers of volunteers are involved. This position can be filled by a volunteer. Central Volunteer Coordinating bodies are in a position to provide training, support and consultation. Institutionalizing volunteer status, position and visibility within the organizational structure, also ensure credibility.

Position descriptions should clearly delineate the tasks to be performed by paid and volunteer staff. For continuity and coordination, administration of the program should be a paid staff function.

As the citizen becomes part of the official agency structure, additional questions pertaining to liability, labor management codes, and reimbursement of volunteer expenses need to be answered. Additionally, the question of insurance coverage for paid and volunteer personnel needs to be addressed.

Written policies of agencies should include the following:

- A statement of assurance that volunteers will not be used to replace or decrease use of paid staff.
- A clear differentiation between the functions and activities performed by volunteer and paid staff.
- Job descriptions for each category of volunteer.
- Provision for reimbursement of volunteer expenses, as appropriate.
- Procedures for monitoring, evaluating and measuring volunteer activities and contributions.
- State a strong policy of non-discrimination.
- Provisions should be made for adequate insurance for injury sustained by the volunteer in line of volunteer duty and liability.

A model contract should be drafted defining the relationship between volunteers and the organization which formulates a clear volunteer job description and volunteer personnel practices. Also it should describe relationships and respective responsibilities between volunteers and paid staff.

A volunteer activity is of benefit when people profit from participation and a human need is being met.

Every effort should be made on the part of the agencies or organizations to avoid exploitation of volunteers.

Roles of volunteers should be integrated into the official agency structure, emphasizing the team concept of community care giving.

Costs for required health tests and uniforms for volunteers should be included in agency budgets. Funds for training and educational opportunities for volunteers should be provided.

Advocacy and Public Social Policy

The primary roles of voluntary association in America are to continuously shape and reshape the visions of a more just social order. Volunteer organizations must accept moral and legal responsibility for influencing public policy if our nation and world are to remain viable, honest and

responsive to human needs. Advocacy activities must remain within the limitations of the not-for-profit 501(c) 3 status of the organization under the U.S. Internal Revenue Codes and be consistent with the policies of the service as set forth by the governing body. Advocacy activities may include influencing legislative actions or rules and regulations. Advocacy activities should also be provided to support the use of volunteer services in the human services system. Organizations should take advantage of opportunities to act and speak for volunteers.

SECTION II

Standards and Guidelines for Organization and Administration

A. ORGANIZATIONAL FRAMEWORK

Standard:

The organization under which the program operates shall insure the effective achievement of its goals.

Guideline For Achieving Standard:

1. Document

An organization shall require a formal document that reflects its basic philosophy, major functions and methods of operation and which complies with the law. The formal document which may be a Constitution, By-Laws, rules, procedures for operation, governmental functional statement, operating code, charter and/or articles of incorporation should include but not be limited to:

- a. A definition of purpose, goals and objectives of the organization.
- b. The organizations name.
- c. The address.
- d. Definition of population and geographical areas of service.
- e. Membership: Types, qualifications, privileges, and responsibilities.
- f. Selection procedure for membership on Governing Body: terms of office with provision for rotation, voting procedure, frequency of meetings, designation of lines of authority and communication.
- g. Officers: Provision for election of officers, terms of office, and duties of officers.
- h. Meetings: Notices, quorums of membership and governing body.
- i. Provisions for appropriate committees.
- j. The fiscal year.
- k. Statement of responsibilities and duties of staff.
- l. Nondiscriminatory hiring practices.
- m. Provision for an independent annual audit.

- n. The duration/periods during which the corporation is to continue.
- o. Provisions for amending.
- p. Provisions for liability and indemnification.
- q. Provision for perpetual dedication of assets to charitable purposes.
- r. Such other provisions required by state laws.

2. Governing Body

The governing body may be a legally constituted, not-for-profit corporate entity under the appropriate federal, state or local statutes or it may be a function or division of a not-for-profit corporate entity or of a federal state or local government agency.

a. Not-for-profit corporate entity

(1) Board Membership

The governing body shall consist of broadly-based representation that reflects all sectors of the community or jurisdiction it serves and is committed to the organization and its role in the community.

Board members should be selected:

- (a) According to geographical areas of the community.
- (b) According to classification such as sex, race, and age.
- (c) According to such interests as business, labor, government, professions, education, civic, health groups, social services, religious bodies, consumers of service.
- (d) According to special skills that will fulfill the organization's role and function.
- (e) According to the socio-economic levels.

(2) Board Member Reimbursement:

Members shall 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 person who could not otherwise participate, out-of-pocket expenses (transportation, baby-sitting fees, etc.) may be reimbursed.

(3) Board Committees:

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. Committees should be established for maximum active participation.

(4) Board Responsibilities:

- (a) Board members shall be actively and effectively involved in formulating policy, planning, implementing and evaluating all of the organization's activities. They shall seek a sound financial base for the organization.
- (b) They shall designate an administrator and delegate to that person or his/her designee the authority for the management of the affairs of the organization on a day-to-day basis in accordance with established policies.
- (c) They shall oversee the administration, planning and evaluation of the program.
- (d) They shall negotiate contracts, approve annual budgets, maintain financial records according to accepted accounting procedures, and provide for an annual audit to be conducted by a qualified independent accountant.
- (e) They shall develop, with the collaboration of the administrator, personnel policies and practices.
- (f) They shall ensure the promotion of the programs through the media, to the

community at large.

(g) They shall exercise an advocacy role:

If incorporated within the limitations imposed by Sec. 501(c) 3 of the Internal Revenue Code, and as appropriate and necessary with other agencies, groups and systems in the program field to ensure the adequate provision of services and sensitivity of these organizations to the needs of volunteers and clients.

(5) Board Orientation

(a) Board members should be given a full orientation about the organization and well-defined written description of their roles and responsibilities.

(b) Requisite information and resources should be provided board members to enable decisionmaking in the areas of administration, program development, funding, record keeping, personnel, properties, and public relations.

b. Advisory Committee

Advisory Committees shall be established at the discretion of a governing body, to strengthen the organization's administrative, operational and/or service responsibilities, where the volunteer program is a function or division of a not-for-profit corporate entity or a function or a division of a federal, state or local government agency.

(1) Advisory committees should be considered an integral part of the organization and shall have certain freedom and authority to act independently in fulfillment of their role. The relationship and accountability to the governing body should be clearly defined and carried out by liaison appointment of chairman to represent to and from board of governing body.

(2) The composition of an Advisory Committee should be representative of the diverse socio-economic characteristics present in the community it serves. The membership should be appropriate to what can be effectively managed and coordinated.

(3) Members should serve without pay, and 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.

(4) Functions of Advisory Committees may include:

(a) To advise and assist the governing body in formulating policy 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 program.

(d) To exercise an advocacy role: within the limitations imposed by Sec. 501(c) 3 of the Internal Revenue code, and as appropriate and necessary with other agencies, groups and systems in the program field to ensure the adequate provision and sensitivity of these organizations to the needs of volunteers.

(e) To advise regarding the development of programs

(f) To serve as a channel for continuous identification of needs and to anticipate activities.

(g) To recommend procedures, provide assistance for and help broaden community relations.

(h) To provide advice in selecting and evaluating staff.

(i) To assist in obtaining the funding for the program.

B. STAFF (BOTH PAID AND UNPAID)

Standard:

There shall be a staff sufficient in number to implement the policies and carry out the responsibilities of the volunteer program.

1. Staff Responsibilities

Standard:

The staff shall be responsible for the operation and direction of the program and shall work in partnership with the governing body.

Guidelines for Achieving Standard:

Staff should:

- a. Implement policy established by the governing body.
- b. Undertake planning and program coordination.
- c. Provide assistance to Boards and Committees.
- d. Provide fiscal management in terms of maintaining financial and program statistics, purchasing, budget preparation and projection, and monitoring the program.
- e. Establish sound working relationships and coordination with recognized agencies as well as community groups and organizations that provide essential human services.
- f. Promote and develop volunteer leadership.
- g. Maintain good public relations.
- *h. Provide for or encourage other agencies to provide orientation, training and supervision for administrative and service volunteers.
 - i. Administrative staff should employ, supervise and provide training for additional staff.
 - j. Maintain confidentiality.
 - k. Provide input into community planning processes.
 - l. Be knowledgeable of new trends and issues and relate this to the boards, volunteers, peers and administration.
- m. Assist staff, departments and/or agencies in identifying areas in which to involve volunteers.
- n. Develop and effectively utilize a resource file.
- o. Provide an adequate record system including volunteer placement, service and training.
- p. Recommend and assist in implementation of an ongoing and effective recruitment process.
- q. Assess strengths and capabilities of the volunteers.
- r. Develop and effectively use a procedure to refer volunteers for placement.
- s. Provide sufficient follow-up to ensure satisfactory placement of volunteers.
- * t. Encourage the development of a program of recognition for volunteers.
 - u. Provide for effective recognition for volunteers
 - v. Provide on-going evaluation of the program.
 - w. Provide advocacy service when necessary.
 - x. Communicate effectively with the public regarding the program and its need for volunteers.

*Applicable only to Central Volunteer Coordinating Bodies.

2. Paid Staff-Volunteer Relationships

Standard:

The paid staff and the volunteers shall share the responsibility for carrying out the assigned tasks or functions of the agency. Decision-making and policy-formulation shall involve those who will be affected by it.

Guidelines to Achieving Standard:

- a. Volunteers shall not displace a paid worker or be placed in a job slot for which funding is available.
- b. All paid staff shall receive information and learn all aspects of the agency volunteer program including individual staff responsibilities to volunteers.
- c. The paid staff shall understand the agency volunteer personnel policies and practices.
- d. The paid staff should be clear about their job function in relationship to the volunteer.
- e. The paid staff shall be responsible for the work specifically delegated to them.
- f. The paid staff shall assume the responsibility for creating a feeling of "belonging" to the volunteers.
- g. The value of volunteerism and paid staff responsibility to volunteers shall be interpreted to employed staff through appropriate staff training and consultation.
- h. Volunteer jobs shall be developed keeping in mind the distinctive roles of employed staff.

3. Staff Qualifications

Standard:

Staff of the program shall believe in the value of volunteer participation and its benefits. Staff shall have sufficient knowledge, experience and demonstrated skills to perform effectively and to accomplish the program objectives.

Guidelines to Achieving Standard:

- a. Paid staff should have willingness and capacity to work with volunteers.
- b. Staff should have the ability to communicate ideas effectively, orally and in writing, and be capable of listening and sharing information.
- c. Staff should have knowledge of community organization and management processes.
- d. Management level and administrative staff should have organizational ability, an understanding of interpersonal dynamics and creativity.
- e. Management and administrative staff should hold bachelors degrees and/or the equivalent and demonstrated administrative and/or supervisory experience.
- f. Management, administrative and professional staff should possess good leadership skills and experience in administration and supervision.
- g. Staff should have interest in professional self-development.
- h. Staff should have active volunteer experience in direct service volunteering and/or advocacy volunteering, and/or participation in social service agencies that deal with people problems.
- i. Staff should have the ability to work with persons of all ages, ethnic groups, education and organizational backgrounds, and all socio-economic strata.

- j. Supervisory staff should have the ability to delegate authority and skill in coordinating many activities simultaneously.
- k. Staff should possess the ability to motivate others.

4. Staff Selection

Standard:

Staff shall be selected on realistic basis of suitability to agency needs.

Guidelines to Achieve Standard:

- a. Develop position descriptions which define needed and desired qualifications, requirements and responsibilities.
- b. Inform volunteer participants and volunteer leaders in currently existing volunteer programs about paid job openings.
- c. Utilize employment services and media to announce paid job openings.
- d. Contact volunteer associations, professional societies, social service agencies, colleges and universities.

5. Staff Orientation and Training

Standard:

Staff shall be provided orientation and training.

Guidelines to Achieve Standard

- a. Staff should be given opportunities to acquire knowledge of the history, philosophy and ethics of volunteerism and the application to the organization.

6. Salaries/Benefits for Paid Staff

Standard:

Organizations shall offer salaries and benefits commensurate with the work to be accomplished and comparable to staff positions in the current job market and existing classifications at professional levels. Regional cost of living differentials shall be considered.

Guidelines for Achieving Standard:

- a. Benefits for paid staff should include vacations, hospitalization, workmen's compensation, social security, accident and liability insurance, pension plans, allowances for sick leave, holidays, personal emergencies, jury duty, and maternity leaves.
- b. Paid staff persons should have opportunities for professional growth through continuing education, workshops, seminars and courses.
- c. The organization shall establish non-discriminatory hiring practices consistent with equal employment opportunity practices.
- d. Personnel policies should be in writing and available to all employees.

7. Benefits for Volunteers/Unpaid Staff

Benefits for volunteers/unpaid staff should include:

- a. Vacation leave, workmen's compensation or liability insurance, holidays, personal

emergency leave.

- b. Should have opportunity for professional growth through continuing education, workshops, seminars and courses.
- c. Organizations shall establish non-discriminatory selection practices consistent with affirmative action practices.
- d. Appropriate records on volunteer's contribution should be kept for career advancement references and school admission.
- e. Opportunities for career advancement should be available.
- f. Appropriate grievance procedure should be available.

C. FACILITIES

Standard:

Facilities shall be provided in sufficient quality and quantity to insure the adequate operation of the program.

1. Accessibility

Standard:

The facility shall be visible and available to all people including the physically handicapped and to both public and private transportation.

Guidelines to Achieve Standard

- *a. A central volunteer coordinating body should be situated in a centralized, accessible area of the community.
- b. Special provisions may have to be made for interviewing handicapped persons.
- c. Signs directing the public to volunteer offices should be visible and clear.
- *d. Outreach sites should be established to meet special needs and to allow for greater accessibility.
- e. Volunteer service office should maintain regular office hours.

2. Space and Equipment

Standard:

The facility should have adequate space and the necessary equipment for the program to function efficiently and comfortably.

Guidelines to Achieve Standard

- a. A reception area and space should be sufficient to insure confidentiality in interviewing.
- b. An adequate telephone system should be provided.
- c. Office and other mechanical equipment should be provided and receive regular maintenance.
- d. Furnishings, materials and supplies should be provided to meet the operational needs of the program.
- e. The facility should meet local codes and regulations.

*Applicable to Central Volunteer Coordinating Bodies and large agencies.

- f. Designated space should be available for volunteers.
- g. The facility should designate space for a library and audio-visual equipment.

D. FINANCIAL MANAGEMENT

Standard:

The program shall operate on sound financial basis and according to acceptable accounting practices.

1. Funding the Service

Standard:

Financial resources must be sufficient to carry out the program of the agency or organization and to meet the standards set forth in this document.

Guidelines for Achieving Standard:

- a. The governing body should be responsible for securing financial resources sufficient to carry out the envisioned role of the agency or organization.
- b. Sources of funding may include federal, state and local government grants; private foundation grants; and grants from professional associations, universities, church groups, industry, the business community, service clubs, civic organization and personal donations.
- c. The administrator should be responsible for maintaining proper financial records, assisting in preparing annual budgets, operating within the guidelines of budgets, projecting future needs and assisting in securing adequate financing.
- d. The organization should weigh the advantages and disadvantages of accepting funding, reach an informed decision that includes an understanding of the impact the decision will have on the organization and consider the short-term implications.

2. Budget

Standard:

A budget shall be prepared annually and shall represent an organized estimate of anticipated costs for achieving desired goals.

Guidelines to Achieving Standard:

- a. Budget considerations should include the needs of paid and unpaid staff, and the organization.
- b. A budget should include provisions for personnel, facilities, equipment, telephone, supplies, postage, publicity, printed materials, transportation, training, conferences, insurance, and reimbursement for out-of-pocket expenses to volunteers in accordance with established policies.

SECTION III

Standards and Guidelines for Program Components

A. RESOURCE INFORMATION

1. Services

***Standard:**

Accurate, up-to-date, information of community needs and volunteer opportunities in the designated geographic area of human services shall be acquired, organized, maintained and periodically reviewed.

Guidelines for Achieving Standard:

- *a. Conduct periodic surveys of all public and private agencies, organizations and services for the purpose of identifying and classifying resources and volunteer opportunities.
- b. Establish a methodology for identifying needs for volunteer activities and/or service within the organization.
- *c. Develop and maintain files on all agencies and organizations involving service volunteers and advocacy or issue-oriented volunteers. Include: the name, address, telephone, description of agency service; volunteer supervisor, and/or staff contact person; description and requirements of volunteer job (skills, education, hours, uniform, duties, etc.) and benefits available to volunteer (insurance, reimbursement, etc.).
- d. Establish procedures for developing written descriptions of paid and unpaid staff responsibilities.
- e. Acquire written position descriptions of specific volunteer tasks for each department, program agency or organization.
- f. Promote and maintain dialogue with other community groups for a mutual understanding and sharing of information about volunteerism.
- g. Maintain active involvement with local, state and national volunteers servicing organizations.

2. Material (Equipment, supplies, space, etc.)

Standard:

Volunteer organizations shall identify their material needs and try to secure donated (and

*Applicable only to Central Volunteer Coordinating Bodies.

minimal cost) resources that will contribute to and enhance the organization's operations.

Guidelines for Achieving Standard:

- a. Survey resources for supplies, materials, equipment vehicles, facilities, technical knowledge, public relations, press, etc.
- b. Identify contributors of resources such as businesses, industries, civic groups, individuals or institutions.
- c. Maintain records of the availability of the resources and person to contact.
- d. Provide appropriate appreciation and recognition to contributors of materials or services received.

B. RECORD KEEPING

Standard:

The record-keeping system shall include adequate information concerning the volunteer for appropriate linkage and retention in addition to service and training records of volunteers: safeguards for confidentiality are essential.

The system shall also provide for information for purposes of documentation of legal responsibilities, accountability, evaluation and planning.

Guidelines for Achieving Standard:

- a. Forms should be developed for recording the following information as appropriate and needed about volunteers: Names, addresses, phone numbers, access to transportation, abilities, language capabilities, preferences, times available, interests, social security numbers, and persons to notify in emergencies, sex, ages, marital status, children, education. If volunteer is to drive during the course of the volunteer assignment, the following information also must be included: Verification of valid drivers license, license number and expiration date and insurance company, (if using own car). Other information may be included when required to meet an agency policy or specific requirement.
- b. Volunteer service records should contain at least the following information: types of assignment, work performed, hours served, training attended, and performance evaluation.
- *c. Recording forms should include agencies referred to, agency placed with, satisfaction of placement; source of volunteer referral to the CVCB, date of volunteers' initial contacts with the CVCB, dates of referral and placements.
- d. The records should be reviewed periodically, adding new information and deleting obsolete information.
- e. All records must be kept confidential and properly protected in keeping with the Privacy Act.

C. JOB DESCRIPTIONS

Standard:

Written job descriptions of volunteer tasks shall be available. They shall be updated as needed and shall outline time required, skills needed and duties to be performed.

*Applicable to Central Volunteer Coordinating Bodies and Volunteer Membership organizations.

Guidelines to Achieving Standard:

- a. Information should include names, addresses, and telephone numbers of the organization, name of the department, job titles, names of the immediate supervisors or staff contact persons, duties, education and experience requirements, skills, aptitudes, abilities, provisions for transportation, reimbursement for expenses and other comments deemed appropriate.
- b. A volunteer job should be developed on the basis of its usefulness to the organization, the possibility of recruiting the kind and/or number of volunteers needed, the availability of training and supervision (volunteer or paid) and its potential for realizing volunteer satisfaction and future personal development.

D. RECRUITMENT

Standard:

Recruitment shall be designed to attract potential volunteers from the entire population in response to the number and kinds of volunteer opportunities that are available.

Guidelines to Achieving Standard:

- a. Recruit volunteers only after deciding what jobs need to be done and what qualifications the volunteers should have to do the work effectively.
- b. An organization should utilize recruiting methods which will reach every segment of society, including all ethnic, sex, age, handicapped and socio-economic groups and recipients of services.
- c. Potential volunteers should include the retired, low-income persons, youths, homemakers, professionals, clients and handicapped persons and persons with special skills.
- d. Recruiting may include, but need not be limited to radio, television, newspapers, speakers bureaus, bumper stickers, window displays, and liaison committees.
- e. Recruiting is an ongoing effort which includes, but is not limited to, special campaigns.
- * f. Central volunteer coordinating service should support, assist and strengthen the efforts of agencies already recruiting volunteers for their own programs.

E. INTERVIEWING

Standard:

Interviewing shall be conducted to determine how the desires, skills, and capabilities of the potential volunteers relate to the needs of an agency/organization.

Guidelines to Achieving Standard:

- a. Prospective volunteers should be interviewed and assigned individually with minimal delay.
- b. Appropriate forms should be completed by/for potential volunteers.
- c. Information should be given to prospective volunteers regarding volunteer jobs available and job responsibilities, obligations in becoming a volunteer (trial, commitment, etc.)
- d. Volunteers should be given the opportunity to discuss their preferences as to agency or program placement.
- e. The interview should determine potential volunteers' creative ability, social attitudes, technical skills, and leadership abilities.

*Applicable only to Central Volunteer Coordinating Body

- f. Information should be given regarding probationary placement prior to making a long-term commitment.
- g. Interviews should 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 volunteers.
- h. If there are no volunteer jobs available which are suited to the time, skills, talents and interests of a volunteer, he/she should be informed of such during or shortly after the interview.

F. SELECTION AND PLACEMENT

Standard:

Volunteers shall be selected and placed in the volunteer jobs which will best meet the needs of the volunteers, receivers of service, and the agency in compliance with an affirmative action policy and shall not displace paid staff.

Guidelines to Achieving Standard:

- a. Volunteers should not displace paid staff.
- b. Volunteers should be assigned to roles which adequately reflect their skills, abilities and needs and are non-discriminatory.
- c. Volunteers should be assigned to jobs according to their ability and willingness to perform the required work.
- d. Volunteers should be provided jobs that are sufficiently challenging to give a sense of loyalty and dedication to the agency and offer growth to the volunteer.
- e. The selection of volunteers should emphasize the responsibility to the client and to the agency.
- f. Volunteer assignment should be made with minimal delay after initial contacts.
- g. Volunteers who are unsuited to the work available should not be accepted. They should be asked to explore other opportunities.
- h. Prospective volunteers should be given the opportunity for a probationary placement prior to making a long-term commitment.
- i. A mutually signed volunteer contract should be tailored to needs and abilities.
- j. Volunteer jobs should be created, if necessary, to meet special and unique skills, experience and talents of volunteers.
- *k. Volunteers referred for placement by a Central Coordinating Body or by an agency to one of its departments or divisions must meet the following minimum requirements:
 - (1) The agency must agree to work closely with the CVCB to assure the best use of volunteers' services, in the case of a division or department within an agency work with the volunteer department.
 - (2) Written job descriptions must be provided.
 - (3) A staff person must be assigned to supervise volunteers.
 - (4) Orientation and training of volunteers must be provided.
- * l. Volunteers should only be referred to agencies or programs approved by the CVCB service and not to an individual.

*Applicable only to Central Volunteer Coordinating Body

- m. Arrangements for placement should be vested in the administrator and/or of the service under his/her direction.

G. FOLLOW-UP

Standard:

Follow-up shall be provided to insure volunteer and agency satisfaction.

Guidelines to Achieving Standard:

- a. Follow-up should consist of contacting the volunteer and/or the agency to which a volunteer referral has been made to determine whether placement is satisfactory.
- b. Follow-up should be done within an agreed-upon period of time after placement or whenever the agencies request such a service.
- c. Review of placement should occur at regular intervals when placement is considered unsatisfactory or inappropriate by the agency or the volunteer. The volunteer should be directed to explore other opportunities.
- d. Once volunteers are placed and have initiated a relationship with an agency/department/division the referring organization should not assume responsibility for supervision and should make no other assignment of those persons until such time as the volunteers or the agency request reassignment.

H. PREPARATION: ORIENTATION AND TRAINING

Standard:

The agency shall provide for orientation that will prepare the volunteer to perform his/her volunteer role in accordance with agency policy and training leading to the continued personal development of the volunteer.

Guidelines to Achieving Standard:

- a. An orientation to the agency and its program should be given the volunteer prior to his/her beginning the work.
- b. The orientation should provide both a conceptual overview and an operational description of the organization, its programs, practices, policies, objectives, and its importance to the community.
- c. The orientation should include information regarding a volunteer's rights, volunteer-staff relationships and avenues of volunteer service and career advancement.
- d. Training should offer the volunteer growth and challenge, a worthwhile assignment to update and challenge his/her knowledge and skills, and the opportunity for participation, development and recognition.
- e. Training should include exposing the volunteer to specific procedures and functions of the institution; specific responsibilities; the issues and trends in the given field; and provisions for attitudinal development.
- f. Methods of training may include workshops, seminars, on-the-job, lectures, meetings, films, interviews, institutes, and community training resources.
- g. Training for staff members in the agencies involving volunteers should be developed as needed by the agency.
- h. Training for volunteers must be given by either the program or the agency in which the volunteers are placed.

I. SUPERVISION

Standard:

Clearly defined lines of supervision and/or support shall be communicated so that volunteers will know to whom they are responsible, to clarify lines of authority, to facilitate accountability, and to help volunteers understand sources of information and guidance.

Guidelines to Achieving Standard:

- a. Supervision should be a continuing process enhanced by active involvement of the volunteers affording opportunities for innovations.
- b. Regular contact between volunteers and their supervisors should be made to assure continued communication.
- c. Supervisors should discuss with each volunteer his/her work, focusing on recognition for positive efforts and strengthening areas of weakness.

J. EVALUATION

1. Volunteer Program

Standard:

There shall be continuing evaluation of the volunteer program in the attainment of stated goals and objectives. Evaluation shall be a process upon which to make decisions regarding volunteers and an ability to interpret their value.

Guidelines to Achieving Standard:

- a. A strong evaluation component should be built into the organization's administration.
- b. Careful record keeping, personal and public observations and communications will aid in determining the value of volunteer activities to the client, and to the organization.
- c. The organization should periodically evaluate its adherence to the standards contained herein and its achievements of stated goals and objectives.
- d. The organization's policies and practices of training supervision and working with volunteers should be periodically reviewed and evaluated to determine the organization's abilities to meet the volunteer and client needs.
- e. Participants in the evaluation process should be: the designated administrator of volunteers; the supervisory staff; the clientel or consumers of the agency or program's services; the volunteers; and program sponsors.
- f. The evaluation of program operation should indicate areas of strength as well as areas requiring corrective action or redirection of resources.
- g. Agencies; policies and practices of training, supervision and working with volunteers should be periodically evaluated to determine the agencies' abilities to meet the volunteers' needs.

2. Volunteer's Skill Assessment (Assessment of Work Progress)

Standard:

Volunteer performance shall be evaluated on a regular basis to determine the volunteers' potentials, their needs and growth, their satisfaction, and contribution to the agency and clients.

Guidelines to Achieving Standard:

- a. Evaluation should be a distinct part of the supervisory process and include the volunteers' assessments of their work assignments.
- b. Volunteer service shall be measured in terms of enriching services to the agency, the client, the board and the community.
- c. Evaluation should be a recorded accounting for stewardship of volunteer time, effort, training, donations in-kind, and the effect on the persons entrusted to the service.
- d. Staff members should be informed of their rights and obligations to evaluate the performances of volunteers and communicate evaluations to the volunteers.
- e. An effective assessment of a volunteer will be derived from careful record keeping, personal observation and communication.
- f. An effective assessment of the volunteer should disclose the volunteer's personal growth and satisfaction as well as his/her value to the agency and staff.
- g. Referrals and placements of volunteers shall be periodically reviewed and assessed to determine if the service is effectively linking the volunteers with the appropriate agencies.

K. MOTIVATION

1. Recognition

Standard:

Formal, as well as informal, recognition shall be an integral part of the volunteer program.

Guidelines to Achieving Standards:

- a. Involve volunteers in planning and evaluation of program activity.
- b. Identification of volunteers should take the form of badges, pins, name tags or other identification which gives them special recognition.
- c. Informal recognition should include warmth and friendliness on the part of the staff.
- d. Asking advice and giving praise, compliments and congratulations to volunteers for their performance should be made whenever possible.
- e. Accept volunteers as a "part of the team."
- f. Formal recognition includes job promotions, special award meetings, certificates, publicity and pictures in public media and letters of appreciation.
- g. Make volunteers aware of the relationship of the job they do to the total effort and that they are needed and wanted.

2. Retention

Standard:

The staff shall provide guidance, supervision and planned responsibilities for needed services for the successful retention of volunteers.

Guidelines to Achieving Standard:

- a. Show volunteers that their efforts are needed and appreciated.
- b. Offer guidance to build interest, increase skills and instill confidence in volunteers.
- c. Make certain volunteers feel free to communicate with their supervisors.

- d. Consult volunteers for ideas and suggestions.
- e. Do not take volunteers for granted.
- f. Avoid partiality
- g. Review and adjust volunteer-agency contracts.
- h. Provide opportunities for taking on varied jobs and increased responsibilities.

L. CAREER DEVELOPMENT

Standard:

Volunteer opportunities shall exist in all human service fields at all levels.

Guidelines to Achieving Standard:

- a. Provisions shall be made for upgrading volunteer responsibilities and varied experiences desired by volunteers and appropriate to the organization.
- b. Agencies should define volunteers' roles and provide for appropriate supervision so that potential employers and school admissions offices can more accurately evaluate potential value of skills gained through these experiences.
- c. Agencies should strive for personnel policies that include flexible hours and weeks, part-time contracts, seasonal work and position sharing so that maximum opportunities for participation is afforded volunteers.
- d. Formulas or procedures whereby some volunteer work can be considered toward meeting certification and professional requirements should be developed.
- e. Agencies should work with educational institutions to provide for career exploration through volunteer opportunities.
- f. Volunteers should be offered "work-learning" experiences beyond their normal responsibilities that will provide growth experiences.

APPENDIX

GLOSSARY OF TERMS

- Administrator**—chief executive officer; responsible for operation of an organization.
- Advocacy**—participation in communicating or representing a cause; defending the interests and interpreting the point of view of persons in need.
- Agency**—organization or institution through which something is accomplished
- Auxiliary**—an organization formed for the purpose of supporting the parent organization
- Client**—person who engages or utilizes services
- Community Relations**—actions to promote goodwill and understanding between the organization and the community
- Consumer**—a recipient of services
- Employ**—to put to work with or without salary or wages
- Ethics**—standards of conduct
- Evaluation**—assessing the effects/value of volunteerism
- Guidelines**—ideal direction to achieve standards and goals
- Interview**—process through which information is mutually exchanged between two people
- Job description**—a systematic outline describing expectations of volunteer and agency; an outline of specific requirements needed for the performance of volunteer opportunities
- Material**—equipment, apparatus and supplies used by an organization or institution
- Methodology**—principles or procedures of inquiry in a particular field
- Models**—select programs tested and proven useful
- Motivation**—a needed desire that causes a person to volunteer
- Organization**—a structure for planning and carrying out a united effort or common goal; agency
- Orientation**—introduction to a new or unfamiliar situation; guidance in an experience or activity of a new kind; giving a sense of awareness to one's position in relationship to the environment; a period of attitude development
- Planning**—a vehicle to accomplish objectives which enables an agency/organization to realize its goals, purposes and functions
- Principle**—a general or fundamental rule or assumption
- Process**—a series of actions, relationships or operations directed toward a particular result
- Professional**—a person trained in a particular field
- Program**—an established plan of activities, work performed by an agency, institution or organization
- Program Development**—determination of goals, methods for achieving stated goals, and process for contributing continuity and vitality to the program for accomplishing purposes and ideals of the agency/organization; to increase, to better or expand work performed by an agency, institution or organization
- Recognition**—acknowledgement of achievement and service by volunteers; means of communicating appreciation to volunteers for giving freely of their time and skills
- Record Keeping**—a system which includes information concerning volunteers
- Records**—written account of activities, know facts about a person and documentation of experiences
- Recruitment**—the means for stimulating persons to volunteer their time and skills
- Resource Information**—ongoing survey of all recognized public and private organizations involving volunteers
- Service**—the performing of designated activities or duties, work done for and benefiting others specifically in health, welfare, educational, employment, recreational and cultural agencies, institutions and organizations
- Staff**—persons working in agency, institution and/or for an organization. Can be paid or unpaid (volunteer), persons having duties concerned with management, delivery of services
- Standard**—a rule for measuring; bridge gap between existing practices and desirable goals
- Supervision**—offered to volunteers for carrying out assignments and for guidance
- Survey**—a close examination of all agencies and organizations involving or desiring volunteers

Training—the teaching, or discipline, which develops skills, knowledge and understanding
Volunteer—person who contributes service to organizations without financial remuneration
Volunteer Coordinator—person responsible for developing and implementing volunteer program of given agency/organization, and managing volunteers



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