



Standards for Volunteer Centers

Prepared by:
The National Volunteer Center Advisory Council

ACKNOWLEDGMENTS

Credit for the development of the **STANDARDS FOR VOLUNTEER CENTERS** belongs to the staff, boards, and volunteers serving Volunteer Centers throughout the country. The **STANDARDS** were developed for the field and by the field.

I also take this opportunity to acknowledge the last three classes of elected members of the National Volunteer Center Advisory Council who took the leadership in bringing the **STANDARDS FOR VOLUNTEER CENTERS** to this point. Vi Russell, Lorna Michelson, and Melina Hohncke deserve special recognition for their efforts.

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FOREWORD

The development of the **STANDARDS FOR VOLUNTEER CENTERS** is a project of the National Volunteer Center Advisory Council with significant input from the field of Volunteer Centers.

The **STANDARDS** were reviewed by the field, discussed at National **VOLUNTEER** Conferences and approved by the field in 1988. The measurements and evaluation tool to accompany the **STANDARDS** were developed in 1989 and were again sent to the field for input and discussed at the 1990 National **VOLUNTEER** Conference. Final editing was completed in the Spring of 1991. The National **VOLUNTEER** Center and United Way of America endorse the **STANDARDS FOR VOLUNTEER CENTERS**.

The purpose of the **STANDARDS FOR VOLUNTEER CENTERS** is to foster and promote excellence, encourage diversity to meet local needs, establish and affirm credibility in the community, and provide a basis for assessing needs for assistance and support. The **STANDARDS** are not intended to represent a minimal definition of a Volunteer Center, but rather standards of excellence, goals for which to strive.

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TABLE OF CONTENTS

Principle I Effective Structure

ByLaws and Policies	1
Written Understanding of "Parent's" Structure	8
Role Delineation	9
Ways of Relating to a "Parent" Organization	11

Principle II Effective Board Development

Broadly-Based Community Board Membership	13
Well-Defined Role of the Board	13
Support for Board Work	14

Principle III Adequate Resources

Resource Development Program	15
Adequate Facilities	18
Adequate Staff Complement	21
Involvement of Volunteer Center Volunteers	23

Principle IV Effective Management

Program Management	26
Procedures	29
Staff Management (Paid & Unpaid)	33
Evaluation	37

Principle V Basic Volunteer Center Program

Recruitment and Referral of Volunteers	38
Assisting Volunteer Efforts	49
Involvement in Community Problem Solving	49
Recognition and Promotion	50

Principle VI Community Awareness and Support

Program for Community Awareness	54
Varied Tools fro Public Awareness	54

STANDARDS FOR VOLUNTEER CENTERS

The purpose of these standards is to foster and promote excellence, encourage diversity to meet local needs, establish and affirm credibility in the community, and provide a basis for assessing needs of assistance and support. They are not intended to represent a minimal definition of a Volunteer Center, but rather standards of excellence, goals for which to strive.

PRINCIPLE I EFFECTIVE STRUCTURE

The organizational structure of the Volunteer Center facilitates its ability to plan and implement independent program action.

Element A: Bylaws and Policies

1. THE MISSION OF THE VOLUNTEER CENTER IS CLEARLY STATED.

Measurements:

- * Does the mission statement reflect a commitment to promote volunteerism and advocate for active voluntary participation in the community?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is the mission statement inclusive of all people and public and private not-for-profit organizations in an effort to serve the whole community?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is the mission statement periodically reviewed (and amended, if necessary) by the Center's Board of Directors or Advisory Committee?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. THE PROGRAMS AND SERVICES REFLECT THE MISSION.

Measurements:

- * Does your Volunteer Center annually develop and state in writing its program goals and objectives and related work plans in relation to the Center's mission statement?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are your Center's programs and services consistent with the philosophy and standards of the Center as well as the mission statement?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- 3. THE VOLUNTEER CENTER IS INCORPORATED AS AN INDEPENDENT NON-PROFIT ORGANIZATION OR AS PART OF A LEGALLY CONSTITUTED ORGANIZATION UNDER 501.C (3) OR 501.C (4).
- 4. ALL LEGAL REQUIREMENTS FOR THE ORGANIZATION ARE MET.

Measurements:

- * Is the agency structure and are the agency objectives stipulated in legislation, a charter or articles of incorporation and bylaws?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center meet and maintain all federal, state and local licensing and regulatory requirements for the services provided?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- 5. THE VOLUNTEER CENTER SHALL HAVE ADEQUATE INSURANCE COVERAGE.

Measurements:

- * Is your Volunteer Center's insurance coverage adequate and consistent with the agency's needs and legal requirements including:
 - a. Comprehensive liability insurance, including director's insurance
 - b. Professional liability coverage
 - c. Real and personal property coverage
 - d. Vehicle coverage (if applicable)
 - e. 3 D coverage (dishonesty, disappearance and destruction)
 - f. Fiduciary coverage
 - g. Volunteer Center volunteer coverage

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center annually review your insurance coverage needs?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center have bylaws which clearly define and set forth the Center's purpose and objectives?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do these bylaws clearly define the duties, authority and responsibilities of the agency's governing body?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is the structure of the Volunteer Center clearly outlined in the bylaws, specifying lines of authority?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do the bylaws include a procedure for:
 - Election and removal of governing body members and officers
 - Tenure of members
 - Appointment of committees

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do your bylaws provide that agency meetings be conducted according to Robert's Rules of Order?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

7. POLICIES OF THE VOLUNTEER CENTER ARE CLEARLY DEFINED AND IN WRITING.

Measurements:

- * Are there clearly documented personnel policies and records, business records and procedures, budgets, audit and comprehensive annual reports?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

8. BUDGET AND FINANCIAL MANAGEMENT ARE IN ACCORDANCE WITH ACCEPTED PRACTICES FOR NON-PROFIT ORGANIZATIONS.

- * Are the Volunteer Center's accounting procedures and controls monitored and evaluated externally and internally?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center (or parent organization) conduct an annual audit?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Who is responsible for the accounting system? What is the Executive Director's/Director's involvement in the financial aspects of the agency on a day-to-day and month-to-month basis?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center use the budgeting process as a planning and management tool?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the budget reflect a realistic program plan?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is there a clear relationship between program goals and the budgeting process?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are there changes in your agency's accounting and fiscal controls that are being considered or have been implemented as a result of your last audit and management letter?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is there a financial planning process for program or service delivery expansion?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the budget include categories for emergency or unexpected expenses? If not, are there specific funds designated by the Board for these purposes?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element B:

A Volunteer Center that is part of a legally constituted organization shall have written understanding of the parent organization's structure. It should provide, at least, the following:

1. AN ADVISORY BODY (AS A STANDING COMMITTEE OF THE BOARD) WITH THE AUTHORITY TO SET DIRECTION FOR THE VOLUNTEER CENTER.
2. REPRESENTATION ON THE BOARD BY ONE OR MORE MEMBERS OF THE ADVISORY BODY.

3. A SEPARATE BUDGET FOR VOLUNTEER CENTER EXPENDITURES.
4. A SEPARATE IDENTITY AS A VOLUNTEER CENTER WITHIN THE ORGANIZATION.

Element C:

Role Delineation

1. THERE IS A DIRECTOR WITH RESPONSIBILITY FOR ADMINISTRATION OF THE VOLUNTEER CENTER.

Measurements:

- * Is there a full-time or part-time salaried director whose sole responsibility is management and administration of the Volunteer Center?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * If the salaried director is part-time, are the expectations clarified?
 - What exactly is part-time?
 - How many hours of the day or week are devoted to the Volunteer Center?
 - How is the centered "covered" when the part-time staff is unavailable?
 - If the Volunteer Center is an added responsibility of an existing staff person (when the Center is part of United Way or another organization), how is this person's workload adjusted to adequately provide the time and resources necessary to effectively manage the Volunteer Center?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. RESPONSIBILITIES OF BOARD, COMMITTEES AND PAID AND UNPAID STAFF ARE CLEARLY DEFINED IN WRITING AND REFLECT BEST PERSONNEL AND VOLUNTEER MANAGEMENT PRACTICES.

Measurements:

- * Has the Board identified its primary responsibilities?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center have a formal organizational chart(s) or plan to identify job and reporting requirements for paid staff, volunteer and governing body members, as well as to identify the process for decision making?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Board have specified standing committees of the Board? If so, do the committee descriptions meet the goals and objectives of the organization?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is the working relationship among committees and between the Board and its committees defined in writing?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are there written procedures for reviewing the performance of the Executive Director/Director by the Board?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element D:

Ways of Relating to a "Parent" Organization

(Applicable to Volunteer Centers which are not independent but which are part of a larger organization.)

1. THE VOLUNTEER CENTER HAS FREEDOM AND AUTHORITY TO ACT AS DELINEATED IN A WRITTEN UNDERSTANDING OF THE ORGANIZATIONAL STRUCTURE WHICH PROVIDES, AT LEAST, FOR THE FOLLOWING:

Measurements:

- * A policy-making or advisory body, separate from the "parent" board, with delegated authority to set direction for the Volunteer Center.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * A separate budget with authority for the Volunteer Center to make expenditures within that budget.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * A separate identity for the Volunteer Center within the parent organization, ideally as a separate department of the organization with representation on relevant committees and the Board.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * A Volunteer Center Director, whose prime responsibility is the Volunteer Center.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Delineation and common understanding of the Volunteer Center's role in relation to the parent organization and to the community.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * The right of the Volunteer Center to work directly with all public and private not-for-profit organizations in the community.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

PRINCIPLE II EFFECTIVE BOARD DEVELOPMENT

The Board of Directors or Advisory Committee of the Volunteer Center is actively and effectively involved in planning, supporting and evaluating all of its activities.

Element A: Broadly-Based, Community Board Membership

1. BOARD MEMBERS ARE REPRESENTATIVE OF THE COMMUNITY IN TERMS OF SEX, RACE, ETHNICITY, AGE AND ECONOMICS.
2. BOARD MEMBERS POSSESS THE SKILLS AND RESOURCES THAT FACILITATE THE FULFILLMENT OF THE VOLUNTEER CENTER'S ROLE AND FUNCTION IN THE COMMUNITY.
3. THE SPECIAL INTERESTS AND SKILLS OF EACH BOARD MEMBER ARE TAPPED, ENSURING BOTH EFFICIENT BOARD PERFORMANCE AND MAINTENANCE OF THE MEMBER'S COMMITMENT.
4. BOARD MEMBERS ARE KNOWLEDGEABLE IN SERVING AS ADVOCATES FOR THE VOLUNTEER CENTER.
5. TERMS OF OFFICE, INCLUDING ROTATION OF BOARD MEMBERS, ARE CLEARLY DELINEATED.

Element B: Well-Defined Role of the Board

1. ROLES AND RESPONSIBILITIES OF THE BOARD ARE CLEARLY DEFINED IN WRITTEN JOB DESCRIPTIONS.
2. ROLES AND RESPONSIBILITIES OF BOARD COMMITTEES ARE CLEARLY DEFINED IN WRITING.
3. BOARD MEMBERS ARE PROVIDED WITH ORIENTATION AND A BOARD MANUAL.

4. THERE IS A CLEAR WRITTEN DELINEATION OF THE SEPARATE ROLES AND RESPONSIBILITIES OF STAFF AND BOARD.
5. THE BOARD TAKES THE PRIMARY ROLE IN FUND RAISING.

Element C:

Support for Board Work

1. BOARD MEMBERS ARE PROVIDED WITH THE REQUISITE INFORMATION AND RESOURCES TO ENABLE EFFECTIVE DECISION-MAKING.

Measurements:

- * Does the Volunteer Center provide new Board members with a Board Orientation Manual which gives the overall description of the Center including: Organizational structure, organizational chart, history, qualifications of Board members, Board member responsibilities and liability, current standing and ad-hoc committees of the Board, current Volunteer Center budget and financial statements, personnel policies, bylaws, Board member and officer list, list of staff with an explanation of qualifications and primary responsibilities, description of individual programs, overview of volunteerism and the Volunteer Center's role in the community.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center provide a Board orientation session for new Board members reviewing the Center's goals, objectives, programs and methods of operations and Board Members' roles and responsibilities within the agency? Do you invite questions from new members about the administrative and program aspects of the agency?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Center provide Board members with periodic program reports on issues relevant to the Center's programming and activities?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are Board members provided with adequate background information on meeting agenda items so they can make well-informed decisions?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. BOARD MEMBERS AND THE VOLUNTEER CENTER DIRECTOR MAINTAIN GOOD COMMUNICATION CONTRIBUTING TO INFORMED AND EFFICIENT TEAMWORK IN VOLUNTEER CENTER MANAGEMENT.
3. ADEQUATE CLERICAL SUPPORT IS PROVIDED FOR THE WORK OF THE BOARD.
4. TRAINING FOR BOARD MEMBERS IS PROVIDED ON AN ONGOING BASIS.

PRINCIPLE III ADEQUATE RESOURCES

A Volunteer Center has financial and other resources sufficient to carry out its envisioned role in the community.

Element A: **Resource Development Program**

1. THE VOLUNTEER CENTER HAS A SOUND PLANNING PROGRAM FOR RESOURCE DEVELOPMENT.

Measurements:

- * Does the Volunteer Center have an involved governing body that acknowledges its fundraising responsibility and does the Volunteer Center Director assume the responsibility for managing the achievement of the fundraising goals?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center budget provide for the financing of fundraising activities?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is there an on-going communication plan to inform contributors and prospective contributors of the Volunteer Center's mission and programs?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is there an adequate system for proper recognition of contributors?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are contributors kept informed of the benefits of their contribution and the Volunteer Center's status and progress?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. THE VOLUNTEER CENTER IDENTIFIES AND UTILIZES NON-FINANCIAL COMMUNITY RESOURCES INVOLVING CONTRIBUTED GOODS AND SERVICES AND HAS WRITTEN POLICIES FOR THE USE OF NON-FINANCIAL RESOURCES.

Measurements:

- * Are there systems in place for communication to and recognition of these resource providers?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

3. THE VOLUNTEER CENTER HAS BROAD-BASED FINANCIAL SUPPORT.

Measurements:

- * Does the Volunteer Center have a diverse funding base which reduces the probability of disruption of services caused by the reduction of funding from any one source?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center have a plan for expanding the donor base?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

4. THE VOLUNTEER CENTER HAS A CASH RESERVE OR ACCESS TO CONTINGENCY FUNDS IN THE EVENT OF AN UNEXPECTED FINANCIAL EMERGENCY.

Element B:

Adequate facilities

1. THE VOLUNTEER CENTER IS HOUSED IN QUARTERS THAT ARE ADEQUATE, ACCESSIBLE AND EFFICIENT.

Measurements:

- * Do you have adequate work space for paid and volunteer staff, including: private areas for interviewing those seeking volunteer opportunities, meeting space for board meetings, committees and larger group meetings such as training workshops?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are written procedures developed and available for a property maintenance plan which includes a program of inspection and preventive maintenance on facilities, equipment and fixtures?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are the Volunteer Center facilities and equipment structurally sound, well maintained and safe for staff, clients, visitors and volunteers? Do they conform to applicable zoning, building, fire, federal, state and municipal codes?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are the operating hours of your Volunteer Center consistent and well-publicized?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are your programs' facilities handicapped accessible?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. EQUIPMENT IS ADEQUATE AND IN GOOD REPAIR.

Measurements:

- * Does your Volunteer Center budget appropriate for the cost of equipment maintenance agreements and for the necessary replacement and/or upgrading of equipment?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

3. THERE IS AN ADEQUATE BUDGET FOR ACCOMPLISHING THE GOALS OF THE VOLUNTEER CENTER.

Measurements:

- * Are your Center's program objectives used in development of the budget?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Has the Volunteer Center given consideration to factors that have most impacted programmatic operating costs for the Center over the past few years?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is the development of the Volunteer Center budget a process of both Board and staff? Is the planning process used as a basis for developing the budget?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element C: Adequate Staff Complement

1. SUFFICIENT WELL-QUALIFIED PAID AND UNPAID STAFF ARE AVAILABLE TO ENSURE THE ADEQUATE OPERATION OF SERVICES.

Measurements:

- * Are the qualifications of staff positions related to your Center's purpose and delivery of services?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are there policies and guidelines that guide staff and/or volunteers?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you reorganize staffing responsibilities when agency goals/objectives indicate change?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Have you expanded or reduced the number of staff positions for the Volunteer Center to meet your program or administrative needs? Have you reorganized staffing patterns and expanded or reduced staff responsibilities to meet those needs?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are volunteers used in the delivery of services or administration where appropriate? If yes, are the volunteers managed or supervised by a well defined process that includes all components of a Volunteer Center management program?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element D:

Involvement of Volunteer Center Volunteers

1. VOLUNTEERS ARE CREATIVELY INVOLVED TO AUGMENT STAFF AND EXPAND THE VOLUNTEER CENTER'S PROGRAM.

Measurements:

- * Are staff, and where feasible, volunteers involved in designing volunteer job descriptions and in determining the most effective use of volunteers within the Volunteer Center?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center have a policy that prevents volunteers from displacing paid staff?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. STAFF UNDERSTAND THE ROLE OF VOLUNTEERS, THE VALUE OF VOLUNTEER PARTICIPATION, AND HOW TO WORK WITH VOLUNTEERS.

Measurements:

- * Are Volunteer Center staff given opportunities to develop and improve their volunteer management skills?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

3. **THE SAME STANDARDS AND PROCEDURES ARE APPLIED TO VOLUNTEERS AS TO THE VOLUNTEER CENTER'S PAID PERSONNEL.**

Measurements:

- * **Are written job descriptions developed for Volunteer Center volunteers, including skill requirements and specific tasks and responsibilities?**

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * **Are Volunteers formally oriented to the agency's program, policies and procedures?**

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * **Are volunteers:**
- a. **Instructed on their specific assignments and performance expectations?**
 - b. **Supervised by a designated individual?**
 - c. **Provided the necessary equipment and supplies to carry out their assignment?**
 - d. **Given the opportunity to receive on-going in-service training?**
 - e. **Kept informed of agency events and policy changes?**

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you maintain appropriate volunteer records to assure quality and control of volunteer assignments and performances?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are volunteers monitored and evaluated on a regular basis and provided with the opportunity to express their thoughts and concerns about their volunteer experience?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you have in place formal and informal recognition programs to recognize volunteers' contributions?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you have procedures for releasing a volunteer?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

* Do you have a grievance procedure for volunteers?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

PRINCIPLE IV EFFECTIVE MANAGEMENT

The Volunteer Center has effective management procedures.

Element A: **Program Management**

1. THE VOLUNTEER CENTER MAINTAINS SOUNDLY MANAGED PROGRAMS THAT HAVE A PROVEN "TRACK RECORD" AND GOOD COMMUNITY VISIBILITY.

Measurements:

* Do you measure the impact of your program(s) on the community on a regular basis?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

* Do you evaluate your programs regularly to be sure they are needed and necessary?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you determine if your Volunteer Center is staffed adequately and responsibly to carry out the managerial and program functions of the Volunteer Center with the necessary resources?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are standards of quality established for your Volunteer Center programs, and are they evaluated periodically?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you assess service trends you have seen in your programs over the past 2-5 years?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is there a defined Volunteer Center public relations/marketing plan that has identified all of your market segments and strategies for reaching them?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. **THERE IS AN ESTABLISHED PLANNING CYCLE THAT INCLUDES LONG-TERM AND SHORT-TERM COMPONENTS.**

Measurements:

- * Is your Volunteer Center's responsiveness to community need directed by an ongoing, formal planning process? If so, does your Volunteer Center have both a strategic plan and a long range plan in place?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do your Volunteer Center program(s) have annual measurable objectives that are consistent with general Volunteer Center goals? What factors help you determine the objectives you have established? How do you determine that the objectives are realistic and attainable?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you periodically assess your progress in achieving your measurable objectives?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center involve your Board of Directors/Advisory Board in the planning process?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center develop an annual work plan containing specific objectives and the activities necessary to achieve them?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element B:

Procedures

1. SOUND OPERATING PROCEDURES ARE IN USE FOR EVERY PHASE OF VOLUNTEER CENTER PROGRAMS.

Measurements:

- * Does the Volunteer Center's formal structure allow for the achievement of goals and objectives and encourage effectiveness, accountability, coordination of effort, and clear communication among the Volunteer Center governing board, employees and volunteers through all operating policies and procedures?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do the Volunteer Center's written procedures provide a mechanism through which staff, the Center's administration, and governing body can make timely adjustments to changing community conditions or other matters of concern to the Center? Do the procedures have the flexibility to permit the modification and adjustment of these procedures?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you have a written policy on ethical standards and conflict of interest?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. PRODUCTIVE RELATIONSHIPS WITH RELEVANT INDIVIDUALS, AGENCIES AND ORGANIZATIONS ARE MAINTAINED BY VOLUNTEER CENTER PERSONNEL.

Measurements:

- * Does your Volunteer Center interact with other volunteer programs and participate in inter-agency meetings in the community? How do you coordinate efforts?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

3. SOUND BUSINESS PRACTICES ARE IN USE.

Measurements:

* Financial management is in accordance with accepted practices for not-for-profit organizations as evidenced by:

- Certified agency audit and management letter.
- Functional accounting procedures.
- Policy for internal fiscal control.
- Agency annual report.
- Relation of budget to agency and program objectives.
- Trends in administrative/program service costs.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

* Are recommended changes in your agency's accounting and fiscal controls considered or implemented as a result of your last audit and management letter?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is a specified individual responsible for the maintenance and conduct of the accounting system? Is the Executive Director involved in the financial aspects of the agency on a day-to-day and month-to-month basis?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Board of Directors review/approve disbursements or designate individual Board members to do so?

Already in Place	Need to work on	N/A

Specific tasks tasks that we need to complete:

- * Can your agency provide financial statements to the general public upon request?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is there a clearly defined process and definition of responsibilities in the development of the agency budget? Are agency and program objectives used in the development of the budget? Is the budget adopted or approved by the Board?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element C: Staff Management (Paid and Unpaid)

1. **THERE ARE WRITTEN PERSONNEL POLICIES FOR PAID AND VOLUNTEER STAFF.**

Measurements:

- * Does your Volunteer Center have written personnel policies?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are the personnel policies annually reviewed by specialists in the field and approved by your board of directors?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do your Volunteer Center's personnel policies for paid staff include?
 - a. A statement of non-discrimination.
 - b. Identification of person(s) with authority to hire and release, and to approve salary changes.
 - c. Definition of probation or "initial observation period."
 - d. Definition of exempt and nonexempt status under the Fair Labor Standards Act.
 - e. Definition of full, part-time or temporary status.

- f. Working hours, overtime/compensation time and paydays.
- g. Method of salary progression.
- h. Explanation of opportunities for professional development.
- i. Brief description of each insured benefit.
- j. Vacation accrual and use.
- k. Sick leave accrual and use (include disability and maternal/paternal leaves).
- l. Definition of holidays.
- m. Personal, emergency, military leave terms and jury duty.
- n. Training and educational assistance opportunities.
- o. Explanation of performance appraisal including relationship to job description and management objectives.
- p. Employee grievance procedures.
- q. Procedure for termination of employees which includes:
 - 1) Amount of severance pay or notice to be granted and benefit status in case of each type of termination (discharge for substandard performance for disciplinary reasons, or because of change in agency's personnel requirements).
 - 2) Guidelines for unemployment compensation payment.
 - 3) Amount of notice expected of employees resigning.
- r. Explanation of the retirement process.
- s. Explanation of benefits upon retirement.
- t. Formal wage and salary administration program which:
 - 1) Is followed and applied consistently.
 - 2) Includes ranges based on some standard or guideline.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- 2. STAFF ROLES AND RESPONSIBILITIES ARE DELINEATED IN WRITTEN JOB DESCRIPTIONS.
- 3. STAFF RECEIVE ORIENTATION AND TRAINING.

Measurements:

- * Does your Volunteer Center have a formal orientation program for new employees and volunteers which includes:
 - a. The mission of the Volunteer Center and its history.
 - b. Present purpose, bylaws, policies and procedures.
 - c. The Volunteer Center's objectives and how the employee's position relates to the objectives.
 - d. Identification and background of board members.
 - e. Branch locations of the Volunteer Center (If applicable).
 - f. Overview of all Volunteer Center programs.

- g. Agency personnel policies and procedures in areas of wage and salary, employee benefits.
- h. Pay periods, forms and agency logistics.
- i. What is expected from new employees and what they can expect from the Volunteer Center.
- j. Decision making structure and procedures.
- k. Criteria for standards of performance.
- l. Staff development opportunities.
- m. Issuance of employee personnel policies and procedures.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- 4. STAFF HAVE ADEQUATE EQUIPMENT, TOOLS AND SUPPORT TO PERFORM THEIR TASKS.
- 5. STAFF ARE PROVIDED WITH A PERFORMANCE EVALUATION AT LEAST ANNUALLY.

Measurements:

- * Is there a well defined and current written job description for each position in the agency?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are job descriptions reviewed and discussed with each incumbent and a copy given to the employee?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center have a system for maintaining written documentation of significant events involving employees and volunteers, including documentation of:
 - a. Absence or tardiness or excellent attendance
 - b. Substandard, adequate or exemplary performance in the position
 - c. Discipline and reprimand or awards and other recognition

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is the performance of employees and volunteers reviewed annually?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- 6. ALL STAFF ARE ENCOURAGED AND GIVEN SUPPORT TO ATTEND TRAINING EVENTS, CONFERENCES, OR OTHER OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT.

- * Are job objectives and employee career goals reviewed annually?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Center have access to training programs designed to upgrade professional skills and foster career development?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element D: Evaluation

1. **BOTH INTERNAL AND EXTERNAL EVALUATION ARE AN INTEGRAL PART OF THE PLANNING AND IMPLEMENTATION PROCESS.**

Measurements:

- * Does your Volunteer Center have procedures for the regular evaluation of:
 - a. Governing body
 - b. Management
 - c. The impact that your programs have on the community
 - d. Plan of work allocation
 - e. Staff performance
 - f. Personnel practices
 - g. Productivity (cost efficiency, etc.)

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center keep useful and accurate records of services and have some means of assessing "user" satisfaction with services provided? (e.g., volunteer agencies and non-profit organizations in the community; prospective volunteers.)

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. THE VOLUNTEER CENTER MEASURES ITS EFFORTS AT LEAST ANNUALLY AGAINST THESE STANDARDS AND ITS OWN GOALS AND OBJECTIVES.

PRINCIPLE V BASIC VOLUNTEER CENTER PROGRAM

The Volunteer Center programs and services reflect the mission statement and carry out specific functions which are common to Volunteer Centers.

Element A: **Recruitment and Referral of Volunteers**

1. EFFECTIVE VOLUNTEER PROGRAM MANAGEMENT IS ESSENTIAL TO THE REFERRAL OF VOLUNTEERS.
2. THERE ARE DOCUMENTED CRITERIA FOR THE REGISTRATION OF ORGANIZATIONS WITH THE VOLUNTEER CENTER.

Measurements:

- * Does your Volunteer Center have policies that:
 - a. describe the relationship between the Volunteer Center and the referring agency to which volunteers are referred?
 - b. define a set of criteria for agencies to formally register with the Volunteer Center to receive volunteer referrals? Requirements and responsibilities include:
 - Be a private or public not-for-profit organization which is legally incorporated.
 - Have a designated volunteer coordinator, director, or volunteer supervisor.
 - Have a written job description for each volunteer position which describes the time, skills, age requirements, and duties to be performed, etc.
 - Provide a safe work environment for volunteers.

- Refrain from requesting volunteers to conduct or engage in religious or political activities or requesting volunteers to directly solicit funds.
- Do not discriminate in the acceptance of volunteers on the basis of religion, age, sex, race or income. Appropriate guidelines in the area of age and sex are acceptable.
- Demonstrate a commitment to the effective use of volunteers in meaningful and rewarding capacities.
- Do not displace paid staff with volunteers.
- Give consideration to the agency insurance program, reimbursement for out-of-pocket expenses, uniforms, etc. for volunteers.
- Provide adequate training to prepare volunteers to perform their duties.
- Maintain records of individual volunteers with appropriate safeguards for confidentiality and documentation of legal coverage and responsibilities.
- Accept the responsibility of evaluation of applicants for appropriate placement in the organizations.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

3. **THERE ARE WRITTEN PROCEDURES FOR WORKING WITH VOLUNTEERS.**
4. **INFORMATION ON VOLUNTEER JOB OPPORTUNITIES AND COMMUNITY NEEDS IS KEPT UP-TO-DATE.**

Measurements:

- * **Does your Volunteer Center maintain a file listing current needs for volunteers as identified by community organizations?**

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center have an established time frame and procedure in which the on-going volunteer needs of each not-for-profit organization within the service area are updated?(data bank).

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you have a system to categorize the volunteer needs? (e.g., the information might be categorized by type of agency or by type of client served. Another option may be to categorize by the type of assignment or skill required.)

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you have specific standards that an organization must meet before you enter their volunteer needs into your data bank?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

5. **THE VOLUNTEER CENTER RECRUITS AND REFERS VOLUNTEERS FROM ALL SEGMENTS OF THE COMMUNITY.**

Measurements:

- * Does your Volunteer Center establish a targeted volunteer recruitment plan which attempts to recruit particular types of potential volunteers including youth, senior citizens, the disabled, young single adults, families, etc. representing all income levels and ethnic, employment categories?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

6. **RECRUITMENT IS TAILORED TO MEET SPECIAL INTERESTS OR CHARACTERISTICS OF A GROUP OR PROBLEM AREA.**

Measurements:

- * Does your Volunteer Center recruit prospective volunteers for special local causes, a special historical celebration or a cause receiving national attention?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center recruit prospective volunteers for special projects, one-time events such as those involving a church group or service club in a particular need?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

7. FULL AND CURRENT INFORMATION IS KEPT ON COMMUNITY VOLUNTEER PROGRAMS AND THEIR SUPPORT SERVICES TO VOLUNTEERS.
8. PERSONAL CONTACTS ARE MAINTAINED WITH APPROPRIATE PERSONNEL FROM LOCAL NOT-FOR- PROFIT ORGANIZATIONS.
9. THERE ARE TRAINED INTERVIEWERS WITH THOROUGH KNOWLEDGE OF COMMUNITY VOLUNTEER PROGRAMS AND THE NEEDS OF VOLUNTEERS.

Measurements:

- * Does your Volunteer Center have paid or volunteer personnel available to work on a one-to-one basis with individuals to help them select appropriate volunteer opportunities?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are prospective volunteers given the opportunity to discuss their interests, availability and skills with a Volunteer Center interviewer?
Are prospective volunteers given appropriate information on volunteer opportunities which meet their interests and skills and referred to one or more possible placement sites?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- 10. VOLUNTEERS ARE REFERRED TO LOCAL ORGANIZATIONS IN A TIMELY MANNER.
- 11. FOLLOW-UP ON VOLUNTEERS REFERRED IS CONDUCTED REGULARLY AND EFFICIENTLY.

Measurements:

- * Does your Volunteer Center make follow-up contacts to volunteers and organizations to determine if referrals have been appropriate and if a volunteer has been placed with that organization?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- 12. FOLLOW-UP IS USED TO:
 - Assess the recruitment and referral process
 - Gather data
 - Produce reports
 - Track placements
 - Conduct program evaluations
- 13. THE VOLUNTEER CENTER ACTIVELY PROMOTES VOLUNTEER JOB DEVELOPMENT TO MEET COMMUNITY NEEDS.

Measurements:

- * Does your Volunteer Center keep volunteerism visible through media contact, focusing on the diversity and value of community involvement?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center work towards highlighting private sector initiatives in the solution of community problems?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center initiate contact with community agencies to expand the use of volunteers in relation to their own service objectives?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element B:

Assisting Volunteer Efforts

1. CONSULTATION IS OFFERED TO HELP ESTABLISH, MAINTAIN AND STRENGTHEN VOLUNTEER PROGRAMS.

Measurements:

- * Does your Volunteer Center staff offer knowledge and expertise to individual not-for-profit agencies and organizations, units of government and private corporations on how to start a volunteer program?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is your Volunteer Center available to offer consultation about specific issues including: marketing of a volunteer program; recruiting, training, supervising and evaluating volunteers; positioning the volunteer program within the organization, recognizing volunteers and volunteer record-keeping?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. EDUCATION AND TRAINING OPPORTUNITIES ARE OFFERED TO LEADERS OF VOLUNTEERS.

Measurements:

- * Does your Volunteer Center sponsor or co-sponsor training sessions, seminars or workshops pertaining to the management of volunteers? Are these sessions designed to meet the needs of volunteer managers with various levels of experience?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you work cooperatively with local colleges or universities' Departments of Continuing Education, State Office of Volunteerism, your local United Way or other appropriate resources that provide training in volunteer management for not-for-profit and public organizations?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

3.

THE VOLUNTEER CENTER EMPLOYS A VARIETY OF MEANS OF ASSISTING VOLUNTEER PROGRAMS -e.g.:

- Training programs
- Workshops
- Conferences
- Mobilizing groups of volunteer leaders
- Mobilizing groups related to specific program areas
- Mobilizing groups related to issues in volunteerism
- Consultation on all aspects of programming for and management of volunteers
- Recommending other community resources
- Coalition building

4. THE VOLUNTEER CENTER HAS STRATEGIES TO EDUCATE BOARDS AND ADMINISTRATORS OF AGENCIES ABOUT THE VALUE OF AND REQUIREMENTS FOR AN EFFECTIVE VOLUNTEER PROGRAM.

Measurements:

- * Does your Volunteer Center maintain information on the necessary elements for maintaining a quality volunteer program? Do you make this information available to the Boards of Directors/Administration of not-for-profit organizations in your community?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center maintain a lending library with resources that pertain to the quality of volunteer program management? Is there a bibliography of resources distributed to registered agencies and available to the public?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Has your Volunteer Center considered establishing collaborative efforts with the local United Way, colleges or universities, or other resource organizations to develop a Board training series which includes the development of an effective and appropriate volunteer program?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

5. THE VOLUNTEER CENTER HAS STRATEGIES TO ENCOURAGE THE INVOLVEMENT OF THE BUSINESS COMMUNITY IN VOLUNTEERISM.

Measurements:

- * Does your Volunteer Center make contact with the Chief Executive Officers and employee groups of local companies to provide information on volunteer opportunities for employees as individuals or groups?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center work with or provide administrative support to its local Corporate Volunteer Council (CVC)?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Has your Volunteer Center considered establishing collaborative efforts with the local United Way, colleges or universities, or other resource organizations to develop a Board training series which includes the development of an effective and appropriate volunteer program?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

5. THE VOLUNTEER CENTER HAS STRATEGIES TO ENCOURAGE THE INVOLVEMENT OF THE BUSINESS COMMUNITY IN VOLUNTEERISM.

Measurements:

- * Does your Volunteer Center make contact with the Chief Executive Officers and employee groups of local companies to provide information on volunteer opportunities for employees as individuals or groups?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does the Volunteer Center work with or provide administrative support to its local Corporate Volunteer Council (CVC)?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

* Does your Volunteer Center work with the local United Way's Workplace Presence program:

- a. By providing speakers to employee groups participating in United Way's program.
- b. By offering those companies a formal relationship with the Volunteer Center to involve employees as volunteers in the community.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

* Does your Volunteer Center have an established relationship with the local Chamber(s) of Commerce? How do you work with the Chamber to promote active volunteer involvement?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

6. CONSULTATION AND ASSISTANCE IS OFFERED TO VOLUNTEER PROGRAMS IN THE WORKPLACE.

* Does your Volunteer Center initiate contact with local corporations/businesses to stimulate employee involvement as volunteers in community services?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center provide information and consultation for the initiation or support of employee-run volunteer programs.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element C: Involvement in Community Problem Solving

1. THE VOLUNTEER CENTER ASSUMES AN IMPORTANT ROLE IN IDENTIFYING AND RESOLVING COMMUNITY PROBLEMS BY:
 - Participating in community committees and planning groups
 - Coordinating community problem-solving efforts
 - Initiating needed programs
2. THE VOLUNTEER CENTER ACTS AS A COORDINATOR AND ADVOCATE FOR VOLUNTEER EFFORTS IN THE COMMUNITY.

Measurements:

- * Does your Volunteer Center maintain a community-wide focus, working on joint projects or other major community events with other volunteer programs to promote volunteerism and/or recognize specific volunteer efforts?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center position itself in the community among other volunteer organizations as the centralized clearinghouse for information on volunteerism and volunteer management?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Is the Volunteer Center available to all organizations and the public, providing access to books, journals, training materials, volunteer recognition items, mailing lists and other resources?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

Element D: Recognition and Promotion

1. THE VOLUNTEER CENTER PROMOTES COMMUNITY-WIDE RECOGNITION PROGRAMS.

Measurements:

- * Is your Volunteer Center the primary organization in your community to promote and coordinate activities for National Volunteer Week? (Promote the National Volunteer Week theme, Media Kit, utilize print ads, radio, television and other promotions.)

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center work cooperatively with the local DOVIA (Directors of Volunteers in Agencies) group in organizing community-wide events to promote volunteerism? (Especially during National Volunteer Week).

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. MEDIA CONTACTS ARE MAINTAINED AND INFORMATION PROVIDED ON VOLUNTEER ISSUES.

- * Does your Volunteer Center send news releases to the media on a regular basis to highlight the achievements and work of volunteers?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center initiate local community-interest broadcasts with local television and radio stations to promote volunteer involvement and volunteer opportunities available through local organizations? Are such broadcasts an established part of National Volunteer Week?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center run a regular "Can You Help" ad or recruitment column in your local newspaper which lists current volunteer needs?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you inform the media of upcoming national and state issues related to volunteerism which may be newsworthy to the local community?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

3. THE VOLUNTEER CENTER ACTS AS AN ADVOCATE FOR VOLUNTEERS AND VOLUNTEER PROGRAMS.

Measurements:

- * Does your Volunteer Center identify and describe the local impact of current issues in volunteerism to your local DOVIA group and other volunteer coordinators in your community?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center maintain a Speaker's Bureau to provide presentations about volunteerism to a wide variety of community audiences? Are proactive efforts made to make speakers available during National Volunteer Week.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center have a slogan, logo, brochure, etc. that promotes a positive image of volunteerism?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do your Volunteer Center staff and volunteers project a professional image to the public through interpersonal contacts, personal appearances and contact with the media and community groups?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

4. THE VOLUNTEER CENTER IS ACTIVELY INVOLVED IN LOCAL, REGIONAL AND NATIONAL NETWORKING, INCLUDING ORGANIZATIONAL MEMBERSHIP IN THE NATIONAL VOLUNTEER CENTER, ACTIVE MEMBERSHIP IN LOCAL DOVIA (DIRECTORS OF VOLUNTEERS IN AGENCIES) GROUPS AND AVA (THE ASSOCIATION FOR VOLUNTEER ADMINISTRATION).

Measurements:

- * Is your Volunteer Center or its staff members of appropriate associations such as: The National VOLUNTEER Center; The Association for Volunteer Administration (AVA); your state association of volunteer coordinators; the State Office of Volunteerism; State/Regional Association of Volunteer Centers, etc.?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Does your Volunteer Center make the publications and/or journals of the above listed organizations available to local volunteer organizations?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

PRINCIPLE VI COMMUNITY AWARENESS AND SUPPORT

The Volunteer Center provides for community awareness of volunteerism and keeps the public aware of its services.

Element A: **Program for Community Awareness**

1. THE VOLUNTEER CENTER HAS A MARKETING PLAN.

Measurements:

- * Is your marketing plan systematically planned, based on consumer awareness, needs and satisfaction? Do you attempt to identify and focus on specific target groups?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. THE VOLUNTEER CENTER PROMOTES ITSELF IN TERMS OF SERVICES IT CAN PROVIDE.

Element B: **Varied tools for Public Awareness**

1. THE VOLUNTEER CENTER USES A VARIETY OF METHODS TO PUBLICIZE ITS SERVICES AND TO PROMOTE VOLUNTEERISM.

Measurements:

- * Does an annual publicity plan exist for your Volunteer Center and is it implemented?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Do you have a volunteer committee made up of professionals that can lend expertise and technical assistance to the development of promotional ideas?

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

- * Are you creative in your ideas to promote volunteerism such as using corporate and organizational newsletters, feature stories and letters to the editor, radio and TV talk shows, exhibits, sponsorship of community-wide events, "Business After Hours," public education series, workshops, etc.

Already in Place	Need to work on	N/A

Specific tasks that we need to complete:

2. THE VOLUNTEER CENTER'S PUBLIC AWARENESS PROGRAM UTILIZES BOTH INTERNALLY AND EXTERNALLY GENERATED TECHNIQUES.
3. THE VOLUNTEER CENTER'S ACTIVITIES ARE BROAD ENOUGH TO APPEAL TO MANY DIFFERENT INTEREST GROUPS, AND PUBLIC INFORMATION IS TAILORED TO APPEAL TO EACH OF THESE SPECIAL INTEREST GROUPS.
4. THE VOLUNTEER CENTER'S OFFICE IS ACCESSIBLE TO ITS CONSTITUENTS AND IS VISIBLE AND EASILY IDENTIFIABLE IN THE COMMUNITY.