Building Volunteer Staff

Into An

Agency's Organizational Structure

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PREFACE

The effectiveness with which an agency uses its
volunteers is dependent on how well the agency has
prepared itself to include the volunteer as a part
of its staff. The Volunteer Coordinator, whose role
includes staff orientation, needs to place initial
emphasis on readying the staff to accept the volunteer.

This publication should be useful to agencies and
organizations whose services are extended through the
use of volunteers.

ACKNOWLEDGEMENTS

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INTO AN AGENCY'S ORGANIZATIONAL STRUCTURE

Introduction

Today's agencies and organizations are in competition in the recruitment of volunteers to serve as an extension of their paid professional staff.

Volunteers are being sought to serve in executive planning and decision-making roles and in the implementation of agency programs. The effectiveness with which an agency uses its volunteers is dependent on how well the agency has prepared itself to include the volunteer as part of its staff.

Of most importance is the attitude of the agency staff toward the volunteer. To realize the full potential of the services that volunteers can render, it is vital that volunteers be accepted and welcomed by agency staff. Volunteers need to have feelings of belonging, of being members of the agency and of service to people seeking help.

Many staff members have never thought much about volunteer service and the advantages which can be realized through effective volunteer participation. Some staff members may be reluctant to relinquish any aspect of their duty assignments. Often they are uncertain about how to act toward volunteers - either ignoring them or constantly hovering over them.

How creatively staff members are involved in planning for volunteer staff will significantly affect the success of the volunteer program. Many programs will require that staff and volunteers work in close cooperation. Staff attitudes will be sensed by the volunteers.

There is ready recognition of the need to train volunteers, but often little is done to "train" staff members to understand, accept, and assist volunteer participants. Many of the attitudes and concerns of agency staff can be modified by advance planning and thoughtful orientation that involves them directly. It is important that any such orientation should involve all assigned staff

members - including executive and secretarial.

An orientation program that is developed with staff members can . interpret the need for, and worth of, volunteer service.

The volunteer coordinator, whose role includes staff orientation, should in his initial planning place much emphasis on staff orientation. For in the final analysis, the success of volunteer participation within the agency depends upon the degree of positive readiness of staff to work with volunteers.

VOLUNTEER COORDINATOR'S ROLE

The key agency position is that of the Volunteer Coordinator. He is responsible for developing and implementing the volunteer program within his organization. In general, he works with the staff or membership in planning, developing, and supervising a meaningful volunteer program. He may recruit, interview, select, orient, train, place, supervise, motivate, recognize, and evaluate volunteers. He may also be responsible for public relations, publicity, funding, budgeting, and record keeping. Although the Volunteer Coordinator is responsible to top management, he must be aware of and sensitive to the entire atmosphere around him. His position is a rather unique one because it requires him to work in both the organization and the community. He acts as a liaison between the organization and the community at large and between the staff, volunteers, and recipients of the services. In order to be effective, the Coordinator must be sensitive to the atmosphere surrounding the volunteer program.

An analysis of the Coordinator Role include:

1. Works with his agency staff to plan recruitment program.

2. Determines where volunteers are needed.

3. Writes job descriptions for each volunteer role.

4. Seeks new sources for volunteer recruitment.

5. Prepares or obtains literature describing volunteer tasks.

6. Interviews, selects, and places qualified applicants.

7. Plans and implements volunteer training programs.

8. Keeps records of volunteer leader service.

9. Keeps volunteers motivated and enthusiastic.

10. Recognizes volunteer leader's accomplishments.

DEVELOPING THE VOLUNTEER PROGRAM

Planning Phase   **Action Phase**

   Recognition of Need   Recruitment
   Administrative Commitment[1]   Orientation
   Design of Project   Training
                                    Supervision
                                    Recognition

Evaluation on going in all phases of development

DEVELOPMENT CYCLE[2]
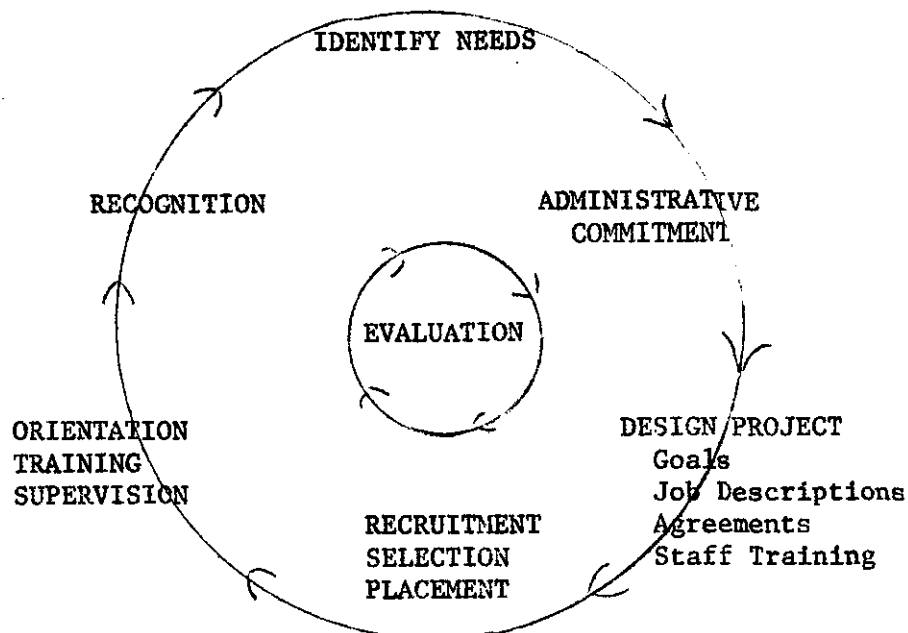
[1]Emphasis should be placed on the definition of Administrative Commitment

   a. It means administrative approval of project
   b. Administrative leadership to insure integration of new
      services into total program
   c. A staff person assigned to coordinator's role
   d. Provision of office space, materials, clerical assistance
      and commitment of funds

[2]Source: Elizabeth Cantor, "A Guide to Staff Who Work with Volunteers"
              Dept. of Human Resources, Washington, D.C. 1974

DESIGNING THE PROJECT

The volunteer staff of an agency is likely to have a high rate of turnover. Essential to the organization is an efficient record keeping system which will keep the Volunteer Coordinator currently apprised of his available staff and help in identifying his needs for recruitment of additional staff.

To assist in record keeping three record forms have been devised:

1. The job description
2. Agency - Volunteer Agreement
3. Personnel Inventory

Volunteer Classification (Task Analysis)

The job description (task analysis), clearly defined, accords the volunteer a more visable place on the agency staff.

With a comprehensive task analysis, an agency provides a clear blueprint of its staff and each role. Task analysis should be flexible enough to provide the staff members some freedom in selection of alternatives.

Task Analysis Includes	Task Analysis Provides
* Job Title	* Efficient measure of production
* Major Tasks of Job	* Sets expectation of job
* Skills & education required	* Opportunity for staff member to think about his assignment
* Materials, instruments needed	
	* Fair method of evaluation
* Resources available	
	* Means of Documentation

Following are suggested models for Record Keeping which will
provide the Volunteer Coordinator with a ready appraisal of his
volunteer staff:

Model   A 5x8 File Card - Color Coded[1]

(Front of File Card)

VOLUNTEER CLASSIFICATION
(Job Description)

Job Title:

Tasks	Skill Level Needed	Training Recommended[2]

Back of File Card

RESOURCES		
For Trainer	For Use by Volunteer	For Client
1000[3]		

[1]
A 5x8 card system is recommended. Cards should be color coded.
I.E. Yellow - Job Descriptions; White - Agreements; etc.

[2]Training needs should be decided in Coordinator-Volunteer conference and
tailored to the skill level of the individual volunteer.

[3]A coding system referring to materials in an office file for ease of
recording resources is recommended.

CODING SYSTEM FOR RESOURCES

F	0001	....	film	L 5001	....	leaflets
FS	1001	....	filmstrip	P 6001	....	pamphlets
S	2001	....	slides	DG 7001	....	discussion guide
K	3001	....	teaching kit	RP 8001	....	resource person
B	4001	....	bulletins			

The Agency-Volunteer Agreement

As a volunteer is recruited his first interest is in what kind of job he
will be doing and what the benefits of his time and help will be. A dis-
cussion of what will be expected of the volunteer should be included in
the first interview and when volunteer agrees to work for the agency, a
written agreement can provide a sense of security for both the volunteer
and the agency and can be useful in evaluation of performance of both.

Model   5 x 8 card

VOLUNTEER - AGENCY AGREEMENT

I _____ volunteer to serve as _____
                                                              Job

_____ for the _____
        Assignment   Agency

As a volunteer I agree to do the following:	The _____(agency) agrees to provide the following:
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
Signed _____	Signed _____
Volunteer	Coordinator

Back of Card

Job Description: (role) _____
Task Analysis:

1. _____	5. _____
2. _____	6. _____
3. _____	7. _____
4. _____	8. _____

Volunteer Personnel Inventory

The volunteer performs for satisfaction received, for self-actualization. The coordinator needs to know each volunteer - his strength, weakness, so that the level of tasks assigned will bring satisfaction and a desire to continue with the agency.

Volunteer personnel inventory records assignment, personnel data, special skills and serves as a record of training received, performance, recognition received.

Model   Color Coded
5 x 8 File Card

(front of card)

VOLUNTEER INVENTORY

Name _____

Date
Volunteered _____

Address _____

Phone _____

Occupation _____

Assignments _____

Education: 1,2,3,4,5,6,7,8,9,10,11,12
              College - 1,2,3,4
              College Plus - 1,2,3,4

1. _____
2. _____
3. _____

Degrees _____
Car Available Yes ___ ; No ___
Days can work: S M T W Th F S
    Morning Afternoon Evening

Served as trainer for:
1. _____
2. _____
3. _____

Special Skills:

Back of Card

Training Received:

Date	Type	Duration	Instructor	Resources Used

Recognition Given

Date	How	Where	By Whom

Promotions:
Supervisor's Comments:

Resources

Agency personnel responsible for the training and supervision of the volunteer needs have on hand or be knowledgeable of a source of obtaining materials necessary for the training and support of the volunteer. Books, pamphlets, film strips, etc., can be placed in an office file. Film and video tapes which are more costly can be made available in a regional location.

An annotated bibliography of some of these resources follows:

VOLUNTEER

TEXTS

Recruiting, Training and Motivating Volunteer Workers, Arthur R. Pell
Pilot Books, New York 1972

Order from: Pilot Industries, Inc.
             347 Fifth Ave.
             New York, N.Y. 10016
Price: $2.50

The intent of the author is to give quick insight into volunteer management. Good information in usable form.

Training the Trainer, Veri & Haar, Extension Division
                                    University of Missouri
                                    St. Louis, Mo. 1971
Availability: Extension Division
               University of Missouri
               8001 Natural Bridge Rd.
               St. Louis, Mo. 63121
Price: $2.50

Written especially for trainers of trainers. Best used as a supplement to training workshop where content may be discussed. Covers theories, ideas, and suggestions.

The Volunteer Community, Schindler-Rainman, Lippett
Center for a Voluntary Society, Washington, D.C. 1971

Availability: Center for a Voluntary Society
               1507 M St., N.W.
               Washington, D.C.
Price: $3.95

Summarizes social trends, analyzes needs and opportunities of volunteers, explores motivation, analyzes programs, needs for training trainers and focuses on the future.

Volunteers Today, Harriet N. Naylor
Dryden Press, Dryden, N.Y. Revised 1973

Availability: National Center for Voluntary Action
               1625 Massachusetts Ave.
               Washington, D.C.
Price: $ 3.95

Text directed toward those using volunteers in their agencies. Gives greater consideration to volunteers for their increased effectiveness and their satisfaction from service rendered.

(Text continued)

Volunteer Training and Development, Stenzel & Feeney
  The Seabury Press, New York, N.Y. 1968

Availability: The Seabury Press, New York, N.Y.
Price: $4.95

Content aims to offer readers a working manual for those engaged
in training and development of volunteers.

PAMPHLETS

Agency Administration Score Sheet, Dallas Voluntary Action Center
                                    Dallas, Texas

A 50 point score sheet to check your agency's adequacy in use
of volunteer staff.

How to Work with Volunteers, HWC of National Capital Area
  Washington, D.C. 1962

Availability: Health & Welfare Council of National
                Capital Area, Washington, D.C. 20024
Price: $1.00

A demonstration training course for agency staff members. A
proceedings report contains informative reports of speakers at
six sessions held.

Let's Measure Up: A set of criteria for evaluating a volunteer program,
  Center for Continuing Education, Northeastern University, Boston, Mass. 1971

Availability: The Center for Continuing Education
                Northeastern University
                360 Huntington Ave.
                Boston, Mass.
Price: N/C

Check list type format. Covers acceptance of staff, recruitment interview
and placement, orientation and training supervision, re-assignment
assimilation, recognition. Includes Appendix: Volunteers, How do You
Use Them.

Planning for Volunteers in Your Agency's Program, HWC Publication #14, 1963

Availability: Health & Welfare Council of National Capital Area
                95 M St., S.W.
                Washington, D.C. 20024
Price: 75¢

Handbook for structuring your agency's volunteer program. Good for
introducing volunteer program to agency staff.

(Pamphlets continued)

<u>The Professional Volunteer - What you Need to Know</u>, WMCA Publication 1972

Availability: WMCA: Call for Action
                 888 Seventh Ave.
                 New York, N.Y.
Price: $1.00

The volunteer professional is defined as one trained for specific
professional job - doctor, lawyer, teacher - who volunteer their
time to assist in a community project. This pamphlet is a guide
to inclusion of this professional in the program of an agency.

MANUAL

<u>Guidelines for the Volunteer Coordinator</u>, prepared under the direction
of Betty H. Wiser, Director with Emerson H. Snipes, Program Asst.

Order from: Dept. of Sociology and Anthropology
             The Urban Affairs Community Service Center
             North Carolina State University
             Box 5428
             Raleigh North Carolina   27607

<u>Operational Manual for Volunteer Talent Pool</u>, Burgeon, Winter & Goezler, 1973

Order from: Sarasota Volunteer Talent Pool & Training Center
             655 Tamiami Trail
             Sarasota, Florida   33577
Cost: $2.00

A complete manual for developing a community volunteer center. Sample
forms included.

<u>Your Volunteer Program</u>, Des Moines Area Community College, Ankeny, Iowa 1970

Availability: EPDA Volunteer Coordinators Program
                 Des Moines Area Community College
                 2000 Ankeny Blvd.
                 Ankeny, Iowa   50021
Price: $2.50

A complete handbook includes volunteer history and philosophy. Discusses
boards, functions, recruitment, interview, placement, orientation, reten-
tion, record keeping, budgets, and financing and evaluation.

<u>Volunteer Coordinator Guide</u>, prepared by the University of Oregon
Center of Leisure Study and Community Service 1969

Order from: University of Oregon
            Dept. of Recreation and Park Management
            Center of Leisure Study & Community Service
            1587 Agate St.
            Eugene, Oregon   17403
Price: $2.00

A well thoughtout guide for coordinators. Includes samples of records
and forms.

(Manuals continued)

Volunteer Recognition Manual - National Center for Voluntary Action 1973

Order from: National Center for Voluntary Action Clearing House
             1625 Massachusetts Ave.
             Washington, D.C. 20036
Price: $1.00

Content: A broad discussion of volunteer recognition as "badly in
need of overhaul, expansion, and redefinition". Suggestions for recog-
nizing volunteers.

LEADERSHIP

TEXT

Leadership & Dynamic Group Action, Beal, Bohlen, and Randabaugh
Iowa State University Press, Ames, Iowa 1967

Order from: The Iowa State University Press
             Ames, Iowa
Price: $4.95

The book develops the logic of individual behavior in group setting.
A complete aid to effective group leadership

PAMPHLET

Focus: Team Building, Joint Publication - Center for a Voluntary Society
Haimee, Carol, Margolis, Jan Margolis, Fredic H.
National Council of Catholic Laity 1971

Availability: Center for a Voluntary Society
               1507 M St., N.W.
               Washington, D.C. 20005
Price: $3.00

A training for working together effectively. Innovative approach which
assists participants in 1) learning methodology for setting goals;
2) understanding dynamics of how groups work. Helps in determining
actual goals and action strategies.

Guidelines for Leaders, University of Maryland, Einar Ryden
Dept. of Extension Education, College Park, 1970

Availability: Dr. Einar R. Ryden
               Dept. of Extension Education
               Symons Hall, University of Maryland
               College Park, Md. 20742
Price: $2.50

Content: Criteria for learning experience. Teaching learning process,
          criteria for continuing evaluation. Suggested procedures for
          conducting and evaluating workshops. Planning a meeting
          Check list.

Pamphlets continued)

How to Change Things with as Little Pain as Possible, Jan Margolis
Center for a Voluntary Society

    Availability: Center for a Voluntary Society
                   1507 M St., N.W.
                   Washington, D.C. 20005
    Price: $3.00

A guide for group involvement in analysis of goal setting, action
planning, action taking, evaluating. Innovative approach.

Kellott 4-H Intern Report, Phyllis Stout, Program Leader, Youth
Development, 4-H, New York

    Availability: Dr. V. Milton Boyce
                   Program Leader, 4-H Youth ES USDA
                   Washington, D.C. 20250

Mrs. Stout's report includes: Leader Development Model; Leader
Role Model; Grids for Recording Task Role Teaching Resources;
Annotated list of kits, films, slides, slide tapes, filmstrips,
and publications for leader training.

BOOKLETS

Youth Leadership & Group Effectiveness, Monography, Leadership
Resources, Inc. 1963

    Availability: Leadership Resources, Inc.
                   1750 Pennsylvania Ave., N. W.
                   Washington, D.C. 20006
    Price: $1.25

This monograph had the imput of 4-H Extension staff in its development
and is especially useful to leaders of youth groups. Discusses the
effective group, leadership behavior

Youth Takes the Lead, Science Research Assoc., Inc. 1969

    Order from: Urban Research Corporation
                   5464 South Shore Dr.
                   Chicago, Illinois 60615
    Price: $1.95

Youth awareness is creating a demand for them to become involved in
social action. Youth Takes the Lead provides a set of guidelines for
teenagers who take part in community affairs.

Leadership Development, an Iowa University Self-Study Course,
  Ames, Iowa 1969 2 volumes - Parts A & B

    Availability: Extension Sociologist
                   204 East Hall
                   Iowa State University
                   Ames, Iowa   50010
    Price: $2.50

(Booklets continued)

Contents: Programmed learning (self study)

Part A: 1) Understanding Ourselves and Others
         2) What is Leadership
         3) Internal Group Dynamics

Part B   4) Communications Process
         5) Group Techniques 1 and Group Techniques 2

Looking into Leadership, The Executive Library – Leadership
Resources, Inc., Washington, D.C.

Availability: Leadership Resources, Inc.
               1750 Pennsylvania Ave., N.W.
               Washington, D.C. 20006
Price: Individual Title – $1.25 each
               Bound Library – $13.50

Titles: 1. Styles of Leadership
               2. Authority & Responsibility
               3. Individual Motivation
               4. Improving Performance through Job Design
               5. Decision Making
               6. Group Effectiveness
               7. The Consultation Process
               8. Planning for Change
               9. The Use of Time
              10. Personnel Communication
              11. The Art of Listening
              12. The Learning Climate
              13. Appraisal of Personnel
              14. Self Development