

**A "HOW TO"  
MANUAL ON  
VOLUNTEER  
PROGRAM  
MANAGEMENT**



A project of The Community Foundation of New Jersey

# A "HOW TO" MANUAL ON VOLUNTEER PROGRAM MANAGEMENT

A practical guide for establishing and maintaining effective volunteer programs, published by NEW JERSEY GIVES in cooperation with the New Jersey Office of Volunteerism and New Jersey Volunteer Centers.

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VOLUNTEER: The National Center  
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## Chapter I

# Measuring an Organization's "Volunteer Climate"

"Volunteers, that's what our organization needs – let's go out and get them." How many times have you heard that – or thought that – especially when the work load was overwhelming, and deadlines unmet? But wait – how do you know your organization is right for a volunteer program? What's your "Volunteer Climate?" Is it warm and sunny, or is there a storm brewing ahead?

Take a close look at your organization *BEFORE* you develop volunteer job descriptions and recruitment strategies. Ask these basic questions and be assured of the right answers – then you can begin thinking about involving volunteers in your activities.

- What do you propose to achieve through a volunteer program? Is it enhanced services for clients, special help in your office, or setting an example for other organizations? Are your expectations realistic in terms of available resources?
- How committed is your Board of Directors to establishing and maintaining a volunteer program? And what form will that commitment take – financial backing, staff time or simply moral support? How enthusiastic is the organization's Director?
- Is there adequate staff time to start and maintain the program? Is someone available to be designated as volunteer director or supervisor? If the position is one of many held by the same staff person, does she/he have time to do the job well?
- What is the staff's attitude toward volunteers? Do they have concerns for their own jobs? How will they work with volunteers? Will they participate in the volunteer program planning stages?
- What is the potential for recruitment in terms of available volunteers, location of assignments, flexibility in office hours, or other requirements of the jobs?
- Can staff provide necessary training or are other sources readily available?
- Will time and resources be provided for volunteer recognition, be it either formal or informal?
- Have you considered environmental factors – workplace, meals, uniform and transportation?
- Do you have or will you establish performance factors? Appropriate recordkeeping procedures?

If you have answered "yes" to most of the questions, you have the right foundation on which to build your volunteer program. If not, take the actions needed to make your responses positive, and be assured of smooth sailing ahead.

## Chapter II

# The Planning Process

After determining that the climate is right for establishing, adjusting or expanding a volunteer program, the planning process begins. Planning is not only critical to the initial design of a successful program, it also includes the on-going evaluation needed to identify possible stumbling blocks, and facilitate solutions during implementation.

The first step in planning is the formation of a planning team. This group should include representatives from various levels of the organization. The involvement of upper level management and the Board of Directors is vital to assure the organization's commitment to a volunteer program. The person who will serve as volunteer director, the staff who work with volunteers, and the volunteers themselves should also be included on the team. Each brings a different perspective to the plan, and serves as an advocate when presenting it to the rest of the organization.

Once the team is formed, the first assignment is to examine the current volunteer program, if there is one. The following factors may be among those considered:

- The growth of the volunteer program over the past few years
- The typical age of the active volunteers
- The functions that volunteers currently perform
- The volunteer positions that have been most difficult to fill

At this time, external influences which will affect the program should also be assessed. For example, the decreasing availability of women during daytime hours has made volunteer recruitment more difficult. Also, the great number of demands on volunteers' time has necessitated the creation of short-term, time-limited, or group projects. On the positive side, the recent focus on volunteerism in the media on the state and national level, and in campaigns such as NEW JERSEY GIVES, has underscored its value within the community, encouraging individuals to seek out volunteer involvement.

Identifying the "competition" is an important part of the external assessment. There are many other organizations that are trying to recruit volunteers. Some may be trying to fill positions similar to those offered by your organization. Awareness of other volunteer programs and their recruitment methods is valuable in planning for your own organization.

After these factors have been reviewed, the program's current identity and its direction for the future can be explored. Three questions can form the foundation of your plan:

### **1. What function does the volunteer program serve?**

This is an opportunity to look at the volunteer program as it exists now.

- How does the volunteer program fit into the organization as a whole?
- How does it fulfill its obligations to the organization, to the community, and to its volunteers?
- What departments/areas does the volunteer program currently serve?

### **2. What function do you want the program to serve?**

This is a chance to dream and plan for the future. Envision the program in five years – where would you like it to be? Think about areas for expansion and areas that you expect to become less important. Consider its direction, movement, growth.

### **3. What will happen if you continue to function in the same way?**

This is where the study of external influences and competition factors becomes important. If your volunteer program is strictly a “9 to 5” operation, it may be non-existent in five years. If another organization is developing a program with similar volunteer positions, recruitment will very probably be more difficult. Or, if your present recruitment strategy is very successful, there will be need to determine how to supervise the growing number of volunteers.

When the above three questions are answered, the group can begin devising a way to get from where the organization is – to where it wants to be. This may require the development of new positions, adjustments in the orientation and training sessions, and revisions in the recruitment strategy. Changes in the entire organization may also be reflected in the plan.

There are many things to be considered when planning. Among these are budget constraints, staff cooperation, and the organization’s receptivity to change. Be advised that plans cannot become fully operational overnight. However, the use of the planning team to “sell” the program to colleagues within the organization will help facilitate its acceptance.

Contingency plans must also be developed, in case changes preclude undertaking the original plan. For example, the organization may be considering a new service which will be directed toward a special group of clients. The planning team may see the recruitment and training of volunteers for this service as a priority. However, if the funding is cut and the service discontinued, the volunteer program will also need to be adjusted.

At this stage in the planning process, the ideas must be implemented. This is the most challenging part of planning. Operational details for each part of the plan should be developed, a timeline created, and responsibilities assigned. If action is not specified at the outset, it is possible that the program may never get off the ground.

Regular review of the plan should be scheduled. This will allow progress to be evaluated, and necessary changes to be made. As mentioned before, planning is never finished. It is an on-going process that allows an organization to prepare effectively for the future.

## Chapter III

# Volunteer Job Descriptions

Volunteer job descriptions provide basic information about an organization's volunteer positions. This information includes, among other things, the duties volunteers will be expected to perform, the time requirements for the positions, and the persons responsible for supervision.

Job descriptions are important to a voluntary organization for a number of reasons. First, they provide all of the pertinent information about volunteer positions, thus allowing volunteers to make informed decisions about getting involved. Volunteer directors should refer to the job descriptions during interviews, and encourage prospective volunteers to ask questions.

Second, the use of job descriptions shows volunteers that their positions are taken seriously. The organization has carefully considered the roles volunteers play, and how those roles relate to the rest of the organization. Just as an organization would never hire paid staff members without defining their specific duties, so are volunteers' specific areas of responsibility outlined in their job descriptions.

Job descriptions also serve to clarify volunteers' roles in relation to paid staff members. When volunteers have their own duties, there is less chance they will be burdened with tasks the staff doesn't want to do. In the event that should occur, volunteers have assigned supervisors with whom they can discuss such problems.

Who develops the volunteer job descriptions? Along with the designated volunteer director, other staff members must be involved because they are the most knowledgeable about the specifics of particular positions. If volunteers are already performing similar jobs, they should be consulted as well.

A key factor is the relationship of these particular jobs to the organization's mission/purpose. For example, one way to describe the responsibilities of a clerical assistant is *"typing, filing, and processing forms."* However, a more compelling description would be *"to streamline the organization's intake and review process by providing vital support services, thus allowing more client/staff contact."* The latter description is goal-oriented, not task-oriented. It leaves no question as to the volunteer's role within the organization, and will also help to motivate the volunteer, who will view the assignment as valuable to the organization and, more important, to its clients.

In addition to a goal-oriented summary of responsibilities, and a detailed list of specific responsibilities, good job descriptions should include:

**1. JOB TITLE** – A good job title describes the job in interesting, clear terms. A change from “Administrative Assistant” to “Public Relations Department Assistant” improves upon the title, and may attract a volunteer interested in learning about public relations. Conversely, substituting the title “Inter-Office Communications Specialist” for “Receptionist” may sound more complicated than the position is, thus misleading a prospective applicant.

**2. SUPERVISOR** – Job descriptions should clearly state the persons to whom volunteers are accountable. These individuals should be responsible for assigning tasks on a regular basis.

**3. QUALIFICATIONS** – Some volunteer positions require volunteers to have a minimum level of education or a special skill. Other qualifications may include technical experience, such as computer knowledge, or particular personality traits, such as a pleasant phone manner. If the program has age restrictions, they should be specified here.

**4. TIME REQUIREMENTS** – Knowledge of the time needed for volunteering is crucial to today’s busy volunteers. The estimated number of hours per week or month should be specified, along with the days of the week that help is needed. If the volunteer positions require commitments for certain periods of time, these should also be noted in the job descriptions.

**5. TRAINING** – Many volunteer positions require formal training, others allow volunteers to learn on the job. This should be stated in the job description.

**6. BENEFITS** – Some organizations offer mileage reimbursement or a meal allowance to their volunteers. Entertainment agencies sometimes provide free admission to events. This may also be included in the description.

**7. OTHER INFORMATION** – Any additional information that is pertinent to the job, but is not stated in other parts of the description may be included here – such things as the need to purchase a uniform, lack of barrier-free accessibility, parking availability, meals, etc.

When designed correctly, volunteer job descriptions are an integral part of an effective volunteer program. They can be used during interviews, and should be available to staff members who work with volunteers. They can form the basis of evaluations and recruitment strategies, and can be modified for inclusion in recruitment brochures and public service announcements.

## Chapter IV

# Recruitment

### *Saying the Right Thing at the Right Time—To Get the Right Volunteer*

Good volunteer job descriptions are the basis of good recruitment messages. If the job need to be filled is well understood, and the reason for filling it compelling, recruiting is exciting, and – what’s more important – *rewarding* when the right person is found for the right job.

The most important thing to remember when writing a recruitment message whether it be for a press release, flyer, poster, or letter – is to **BE SPECIFIC!** A general call for “Volunteers” may get some response, but chances are it will not bring the right person for the job to be filled. For example, don’t seek volunteers simply “to visit nursing home residents.” Ask for someone “who can play the piano and lead a sing-along once a week for lonely nursing home residents.”

**TARGET** your message to the group whose members have the special skills you need – in the case above, seek out choral groups, or choirs, or music students, and deliver your message directly to them. Think about seniors, students, mothers/toddlers, singles, corporate employees, professionals such as CPAs.

State your appeal in terms of the need to be filled, not the person to fill it. For instance in the previous example, rather than concentrating on the musically inclined volunteer, emphasize the lonely residents who need company. Try this – “Help lonely nursing home residents recall precious memories of happier days by leading them in song.”

A good rule of thumb is – first concentrate on the needs to be filled – the why – then state the desired skills, and finally, define the benefits to the volunteers – benefits which might include:

- Feeling good about helping others
- Improving the community
- Showing concern
- Influencing others
- Feeling useful
- Improving skills (gaining new ones, refreshing old ones)
- Gaining self-confidence and self-esteem
- Meeting new challenges and learning responsibility
- Helping make career, college, vocational decisions
- Meeting new people
- Avoiding boredom/loneliness
- Gaining recognition

You have targeted your source, and tailored your message to that target group. Now decide the best means of reaching it. Concentrate on one or two methods. Don't dilute your message and wear yourself out by trying too many different approaches – a few very effective ways are better than a dozen ineffective ones. Here are some ideas to get you started – consider the following. Will you:

1. Research your community for resources? Better do this before you do anything else!
2. Contact a corporation in your area? If you do, be sure your program hours are flexible enough to accommodate employees' work schedules.
3. Send letters to religious organizations?
4. Print and distribute posters/flyers – where will you put them? How about libraries, corporate bulletin boards, supermarkets, schools, community centers?
5. Contact the local Volunteer Center, Governor's Office of Volunteerism or the N.J. GIVES HELPLINE (1-800-NJG-5580)?
6. Have a Volunteer Fair at a Mall?
7. Develop and show a slide/video presentation?
8. Contact your library for a list of local organizations?
9. Ask one of your volunteers to bring a friend?
10. Recruit a recruiter?
11. Write a "want ad"?
12. Contact the college/school in your area?
13. Go to the group that has the specific skill you need?
14. Make presentations to local service groups?
15. Give away items like bumper stickers, magnets, key chains?
16. Sponsor a "Bring a Friend Day" for your volunteers?
17. Be creative?

Obviously you can't do all of these things, so select those that will yield the best results. Whatever you decide, once again remember that recruitment messages should stress the client need first, the volunteer skill needed to satisfy that need second, and finally the benefits to the volunteer. Emphasize the "why" not the "what."

To summarize: The essentials to make a recruitment effort run smoothly are:

1. Set goals, list tasks that need to be done by a stated completion date, make a timeline and assign the tasks – all done in the planning process.
2. Determine your target group and select the best means of reaching them.
3. Direct your recruitment message to the target group, stressing the "why" not the "what."

4. Be aggressive – seek out people – it's unlikely they'll come knocking at your door!
5. Choose experienced, committed volunteers to help with the task – the best recruitment method is still one person asking another to help.
6. Train the recruiters.
7. Be honest in your description of what the job entails.
8. Stress the importance of the job to client, organization, and community.
9. Follow-up with prospective volunteers after initial contact.

# Chapter V

## The Interview

The interview has a two-fold purpose: to get information and to give information. With some fundamental knowledge of interviewing procedures, and a clear understanding of techniques, interviewers will be skillful in gaining and giving the information that will lead to effective volunteer job placement.

Good interviewing begins with a sensitive awareness of individual feelings and reactions. The attitudes which the interviewer brings to the interview are crucial. Objectivity is a must, but so is establishing an atmosphere of warmth and sincerity. While it may be difficult to judge how volunteers will act or react in a particular job assignment on the basis of a half hour interview, a best estimate of personality traits will be important in selecting the most appropriate placement. Judgment should be limited to obvious traits such as: appearance and manner, attitude towards volunteering, directness, speed in grasping information, physical disabilities or limitations (only if these will affect job performance directly), speaking voice and poise. The interviewer cannot evaluate an individual's level of responsibility, sincerity, dependability or emotional stability until proved or disproved by performance in the job situation, but some evaluation must be made to perfect the match.

Prospective volunteers can come to interviews with a variety of emotions, ranging from eagerness to nonchalance to apprehension. An understanding of such feelings will help the interviewer create an atmosphere that builds upon the positives, or minimizes attitudes that may impede effective communication.

### 1. Preparing For the Interview

It is important that the interviewer have an outline in mind for conducting any interview. However, flexibility is necessary should a situation arise to disrupt the plan. The interviewer must be thoroughly familiar with all the available jobs and should be able to describe and discuss them in detail. They should be presented with enthusiasm and interest, without overkill. The routine elements should be carefully described as well as the more challenging aspects of the job. And once again, as with the job descriptions and recruitment messages, benefits to clients/organizations/community should be emphasized first, followed by benefits to volunteers. The organization's mission, and work environment, should also be carefully described.

In order to be adequately prepared, it is helpful for the interviewer to obtain as much information as possible about prospective volunteers prior to the interviews. Application forms which highlight past experiences, skills and interests can be filled out in advance. Such background information provides a comfortable way to begin the interviews, since casual reference to volunteers' skills or interests sets a good mood for conversation.

Make the setting for interviews comfortable; private, but businesslike. Privacy is essential if discussions are to be open, frank and unselfconscious. Remember that prospective volunteers can be as nervous as if they were applying for a paid job. Avoid interruptions or phone calls. If this is not possible, explain at the beginning of the interview that there may be an interruption during your discussion.

## **2. Conducting the Interview**

Establishing rapport with volunteers is always step one. Relaxed, friendly conversation can open the door to a comfortable exchange of ideas and feelings. The object of the interview is to obtain as much information as is necessary to make an appropriate assignment. Open ended questions that prompt more than a yes or no answer are a must. For example, this: "Tell me about your last volunteer position," is much more effective than, "Did you like what you were doing?"

As necessary as the right questions are to a productive interview, even more important is listening to the answers and observing the non-verbal communication such as tone of voice, body posture, choice of expression. When silences occur, the interviewer should not rush to fill them. Telling one's own story and monopolizing the conversation should be avoided.

Interviews are structured to move toward the goal of appropriate placement, but should also guide volunteers to view that placement as something they really want, and are qualified to do. The information exchanged should lead the interviewer to determine volunteers' motivations, aspirations, and goals for their volunteer work, and facilitate making the assignments based on this data.

## **3. Concluding the Interview**

As soon as the interviewer is content that enough information has been obtained to make a satisfying "match" the interview may be concluded. If specific assignments have been determined, and appropriate confirmations made, volunteers will leave knowing the when, where and how of the assignments. If further information is needed, they should be informed when they will be notified of the placement details. Volunteers should never leave interviews without specific times or dates for the next contact. If no appropriate assignments are available, BE SURE to suggest alternatives – another organization, a Volunteer Center, etc., and provide necessary information for such referrals. Above all, volunteers must not leave feeling they have failed. If in the interviewer's opinion, the prospective volunteers are just not ready to take on assignments – for example, trying too soon to fill a void left by the death of a spouse, or incomplete physical/mental rehabilitation – indicate the possibility that perhaps sometime in the future there may be other openings. AVOID a total turndown.

#### **4. Evaluating/Recording the Interview**

As soon as the interview is over, pertinent comments should be recorded. If an interview form or questionnaire has been used, include your comments on that form, or to the form provided for that purpose. Assume that the report may be read by someone else in the future – volunteers sometimes return again and again over a period of years, and it is helpful to be able to retrieve information/impressions gleaned from earlier interviews. Avoid writing subjective comments. Confidential information should not be included in the report.

To summarize – Keep in mind these eight steps to successful interviewing:

1. Prepare in advance.
2. Hold interviews in private, comfortable settings.
3. Be objective, open and friendly.
4. Establish rapport at the start.
5. Ask open-ended questions.
6. Listen attentively and observe verbal and non-verbal communication.
7. Conclude specifically or defer.
8. Record information/impressions in writing.

## **Chapter VI**

# **Orientation and Training**

During the placement interview, prospective volunteers should be informed about the orientation and training to be offered. ORIENTATION consists of a general introduction to the organization, which should include a description of its mission/purpose, structure, programs, volunteer and paid personnel. Brochures, newsletters, Annual Report – all should be made available in the initial orientation. An office tour, introductions to all the personnel, including the organization director, are essential. It is very important that volunteers become familiar with the entire organization and not just their own department or program. They may become your best spokespersons in the community, so be sure to keep them well informed.

Environmental factors such as work space, parking, lunch schedule, appropriate dress/uniform (if required) should be carefully explained during the orientation.

TRAINING is that formal learning process that may be required of volunteers through attendance at workshops, training sessions, or seminars for specialized assignments. If volunteers have not been made aware of this requirement in the placement interview, the commitment must be clearly defined during the orientation process, so there is no misunderstanding as to what is expected of them.

Agencies that provide “in-service” training for their paid staff should include volunteers when subject matter is pertinent to their assignments. Volunteer directors should be sensitive to the fact that most volunteers are eager to sharpen their skills in order to enhance their volunteer efforts. Making training available to them inside or outside the organization can result in improved services.

## **Chapter VII**

# **Retention and Supervision**

Now that you have implemented the recruitment strategy that came out of your planning process, oriented/trained the volunteers who responded, and put them to work, you need to know how to keep them once you've got them involved. Here's how:

1. Keep volunteers up-to-date on organization news and activities – as mentioned before, agency information is an important part of the orientation process, but should be kept current while volunteers are involved in the organization – after all, they become spokespersons for your organization in the community, and have potential for attracting new volunteers and supporters.
2. Be sure the Executive Director of the organization is aware of volunteers' contributions.
3. If there is a volunteer "career path" in your organization, acquaint volunteers with its availability. Just as paid employees look to advance in their positions, so volunteers may want to develop their skills by taking on new and more responsible assignments.
4. Watch for signs of burnout such as tardiness, missed appointments and lack of enthusiasm. Be prepared to change assignments, relieve stress (if volunteers are working with difficult client populations and are showing signs of emotional fatigue) and provide appropriate back-up support.
5. Deal with any volunteer/staff friction as soon as it surfaces.
6. Include volunteers in in-service training programs and/or make them aware of training opportunities outside the organization – send them if budget permits. Include them in staff meetings, socials when deemed appropriate.
7. Have "rap" sessions with all volunteers to share their experiences.
8. Stick to job descriptions unless changes are mutually accepted.
9. Make work environment as pleasant as possible – keep any costs minimal. Put yourself in your volunteers' shoes and ask yourself, "would I really want to do that?"
10. Be sensitive to the time when volunteers want to try something else, and provide a means for gracious "retirement."
11. Provide on-going recognition.

## Chapter VIII

# Recognition

Recognition is the way for an organization to say “thank-you” to volunteers, and is critical to the success of a volunteer program. If you ask any of your devoted volunteers whether recognition is important to them, they’ll tell you NO – that they get much more out of what they are doing than what they give. PHOOEY! All of us like to hear we are doing a good job, that it is important to the organization and, more important, that it is necessary for our clients. A smile, a thank-you, a call if volunteers don’t show up when expected – all make up key parts of the organization/volunteer relationship.

Recognition can be an annual event during National Volunteer Week, with thank-yous, pins, plaques, or other mementos distributed in gratitude for valuable services performed. However, more important is to show volunteers daily that their work is important and appreciated, be it hands on with clients or stuffing envelopes, and to treat them with respect and professionalism. They should be considered part of your staff, and their suggestions and requests should be taken seriously. “Just a volunteer” should never be the description applied, and volunteers are “involved” in your organization, never “used.”

Volunteers should be evaluated annually as is paid staff. This provides an opportunity for an administrator to commend them for jobs well done, and to obtain suggestions on how programs might be improved. Even evaluations that contain criticism may be considered forms of recognition – they show volunteers that you are concerned with their progress and that you want to help them do a better job.

One way to convey your appreciation to volunteers is to recognize them individually. Send birthday or get well cards, make note of changes in volunteers’ lives, such as the birth of a new grandchild or a company promotion. Recognition can also be a compliment on the way a difficult situation was handled, and is particularly appropriate when volunteers do something exceptional such as coming to work during a snowstorm or putting in extra hours to help with a fundraising event. Mention in the organization’s newsletter or a brief personal note lets the volunteers know that their efforts do not go unnoticed.

Volunteers’ contributions should also be shared with the community. Letters of praise can be sent to your volunteers’ employers or school principals, articles can be submitted to local newspapers or “Volunteer of the Week” or “Letters to the Editors” columns.

Annual volunteer awards programs such as the Governor’s Volunteer Awards, sponsored by the New Jersey Office of Volunteerism, are conducted in many communities, statewide and nationally. Consider nominating your volunteer(s) – it is an honor to be nominated even if they don’t win.

National Volunteer Week – usually at the end of April – puts a national focus on volunteerism and is an excellent time to conduct recognition activities. Such events should be planned around the volunteers' convenience, and held when most are available.

Some no- and low-cost recognition ideas follow:

1. Start recognizing volunteers from the very beginning. Send new volunteers a letter of welcome; feature a welcome message with some biographical data in your newsletter.
2. Provide "coffee and" for the volunteers while they are at work.
3. Address volunteers by name – visit while working – smile!
4. Involve volunteers in problem-solving discussions, and make their tasks challenging.
5. Keep an accurate log of volunteers' hours and publicize totals.
6. Leave notes/small tokens at volunteer work stations.

The Recognition rule of thumb is: treat volunteers with respect and professionalism, recognize their efforts as individuals on an on-going basis and celebrate their contributions. When you do, they feel good about the organization as a whole and are likely to: stay longer; spread the word about the good things the organization does; put their trust in the organization; be more comfortable with change; give supervisors the benefit of the doubt; help the program be more effective; grow as individuals.

Appreciate, honor and include volunteers in your program, and your investment of time, effort and money will prove small compared to the positive reinforcement your program will gain in the end. And what's most important, you will all have a good time learning, sharing, and working together to make an impact on community life.

Agency Name \_\_\_\_\_ Phone \_\_\_\_\_  
Address \_\_\_\_\_ Zip \_\_\_\_\_

## VOLUNTEER JOB DESCRIPTION

Job Title

Department

Job Description  
(clearly defined purpose)

Responsibilities and Tasks  
(specific – will serve as criteria in evaluation)

Qualifications Needed

Reports To:  
(Supervisor – Name/Title/Phone)

Time Commitments  
(one year appointment; location – facility, floor, etc.;  
time required – hours of the day, days of the week;  
confidentiality; specific training required, if any.)

Benefits (travel, lunch) or Expenses (uniform purchase required)

Training Provided/Required. Start dates.

Comments

## AGENCY REQUEST FOR VOLUNTEERS

Agency Name \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_ Zip \_\_\_\_\_

Contact Person

Job Title(s)

Job Description(s)

1.

2.

Duties

1.

2.

Training Provided/Orientation  
(scheduled date)

Benefits (travel, lunch)  
(travel expense, lunch, etc.)

Time Required/Commitment  
Date Starting  
(one year assignment,  
days, hours, etc.)

Special Skills Required

Number of Vols. Needed

Agency Can Accept  
(Please check all that apply):  
 Student Volunteer  
 Disabled  
 Senior Citizen  
 In-office wheelchair access?

Date of Request

Date Request Was Filled

Volunteer(s) Placed

Unable to Fill

Reason

Comments:



## INTERVIEW SUMMARY

Applicant's Name		Telephone	
Address		Zip	
Interviewer		Date	
Time Available: (Must be home by 3:00, or cannot work weekends, or vacation is in July)			
Attitudes			
Education, Aptitude, Skills			
Motivation			
Health (any physical limitations?)			
Transportation (is this a problem?)			
Interviewer's Comments (limited viewpoint? hangups? growth potential? good ideas? controlled? etc.)			
Placement:			
Action		Withdrawn voluntarily	
Accepted			
Agency name			

## 1/2 YEAR EVALUATION OF VOLUNTEER

Volunteer's Name	Date (today)	Job Title
Attendance %                      # hours given	Reliability Called in when could not come?	
Attitude toward Job/Agency		
Relations/Teamwork: with paid staff: with other volunteers: with clients:		
Quality of Work Performed		
Organization of Work		
Initiative		
Recommendations for Future Assignments/Development of Volunteer		
Signatures		
Evaluating Supervisor		Date
Volunteer		Date
Agency's Name		

## PERMANENT VOLUNTEER REGISTRATION

Name		Telephone	
Address		Zip	
Social Security number		In case of emergency, notify	
Education			
Employers Name/Address/Phone		Age: under 21 ___ 22-39 ___ 40-59 ___ 60+ ___	
Experience, Skills, Hobbies			
Languages: Speak		Read Write	
Car available: Liability Insurance		Driver's License	
Volunteer Experience			
Health (any physical limitations?)			
Family: Spouse's name		Children with ages	
Organization Memberships			
(see reverse side for service record)			
Agency's Name			

## PERMANENT VOLUNTEER SERVICE RECORD

(Reverse side of Permanent Volunteer Registration)

Training	Date

Comments:

Assignments	Dates	Supervisors	Comments

Recognitions

## VOLUNTEER – AGENCY AGREEMENT

Agency Name \_\_\_\_\_ Phone \_\_\_\_\_  
Address \_\_\_\_\_ Zip \_\_\_\_\_

I, \_\_\_\_\_ Volunteer to serve  
as \_\_\_\_\_ for \_\_\_\_\_  
(job assignment) (agency)  
from \_\_\_\_\_ to \_\_\_\_\_.  
(dates)

As a volunteer, I agree to do  
the following:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Signed \_\_\_\_\_

Date \_\_\_\_\_

The \_\_\_\_\_  
(agency)  
agrees to provide the following:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Signed \_\_\_\_\_  
(Director of Volunteers)

Date \_\_\_\_\_

. new  
jersey  GIVES

A project of The Community Foundation of New Jersey

**Knox Hill Road, P.O. Box 317, Morristown, N.J. 07963-0317**  
**(201) 267-5533**