

THE BRAINSTORM SERIES

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• CHANGE • SUPERVISION • RECOGNITION • MARKETING • P.R. •

• INTERVIEWING • SCREENING • RECRUITMENT •



*ACTUALLY 949 IDEAS IN 50 CATEGORIES!

BY

**STEVE
McCURLEY**

AND

**SUE
VINEYARD**

VO. ADMINIST.

• PLANNING • TRAINING • LEADERSHIP •

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101 * IDEAS

FOR
VOLUNTEER
PROGRAMS

by

STEVE McCURLEY and SUE VINEYARD

Brainstorm Series

Illustrated by Sue Vineyard

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INTRODUCTION

There is a type of person for whom intellectual doodling consists of making lists and more lists. This activity is conducted at various odd moments, such as when one has already read the airline magazine four times this month. One does it to keep track of what is supposed to get done next week, or of great ideas one has heard at a meeting, or simply because a piece of blank paper turned up in a hip pocket. The theory is that in numbers there must be something: order or certainty or perhaps even The Answer.

This is a book of such lists. It isn't one of those books that you'll stay up until midnight to finish. It shouldn't even be read all at once. It isn't the definitive book about anything, to be quite truthful.

What it is, basically, is a collection of odd ideas and thoughts that occurred to two people as useful. It is, quite simply, a place to start from, a place to browse in, and a place, finally, to steal from . . .



ACKNOWLEDGMENTS

Usually on this page you will find authors thanking everyone who made it possible for a book to be written. These benefactors range from an 8th grade English teacher who bestowed the rudimentary gifts of English grammar to the dog who cooperated during the writing by not asking to be let out of the house.

We will break from tradition here and tell you that every one of the more than 20,000 people we've done training for in the last five years helped write this book because they were wise enough to come up with these ideas and we were wise enough to steal them.

We do lay claim to the few "tongue-in-cheek" ideas we've thrown in, hoping the reader has the sense of humor to spot them. Anyone who has heard either of us train knows we couldn't share this many words without a few bits of humor!

Steve McCurley
Sue Vineyard
May, 1986

TABLE OF CONTENTS

Chapter I PLANNING FOR A VOLUNTEER PROGRAM

1. Rationales for Volunteer Programs	8
2. Ways to Reject a Volunteer Program: The Great Excuses List	9
3. Basic Criteria for Developing a Volunteer Job	10
4. Elements in a Volunteer Job Description	11
5. Contents for a Volunteer Policies and Procedures Manual	12
6. Risk Management Procedures	13
7. Questions to Ask Before Buying Volunteer Insurance	14
8. Volunteer Manager Job Titles	15
9. Volunteer Recordkeeping Items	16
10. Ways to Calculate the Value of Volunteer Time	17

Chapter II VOLUNTEER RECRUITMENT

11. Checklist Prior to Recruitment Campaign	20
12. Motivations to Appeal to in a Recruitment Campaign	21
13. Recruitment Ideas	23
14. Sites for Distributing Recruitment Information	26
15. Questions to Ask Before Planning a Minority Recruitment Campaign	28
16. Ways to Encourage the Unemployed to Volunteer	29
17. Tips for Low-Income Recruitment	30

Chapter III SCREENING AND INTERVIEWING

18. Abilities of an Effective Interviewer	32
19. Key Areas to Watch for in Volunteer Interviews	33
20. Questions Not to Ask while Interviewing	34
21. Ways to Say "No" to a Potential Volunteer	35
22. Exit Interview Questions	36

Chapter IV ORIENTATION AND TRAINING

23. Topics to Cover in a Volunteer Orientation Session	38
24. Contents for a Volunteer Manual	39
25. Requirements for a Good Training Workshop	40
26. Training Event Checklist	41
27. Training Tips	42
28. Tips for Using Small Groups in Training Sessions	44
29. Evaluation Areas for a Training Session	45

Chapter V LEADERSHIP, SUPERVISION, AND RECOGNITION

30. Leadership Characteristics	48
31. Ways to Effectively Delegate Responsibility	49
32. How to Deal with Difficult People	50
33. Initiating Change	51
34. Alternatives to Firing a Volunteer	52
35. How to Fire a Volunteer and Live to Tell About It	53
36. Evaluation Tips	54
37. Alternatives to Management by Objectives	55
38. Volunteer Benefits	56
39. Volunteer Recognition Tips	57
40. Items to Cover in a Board Orientation	58
41. How to Be a Poor Chairperson	59
42. Ways to Make Committees Work Effectively	60

Chapter VI VOLUNTEER/STAFF RELATIONS

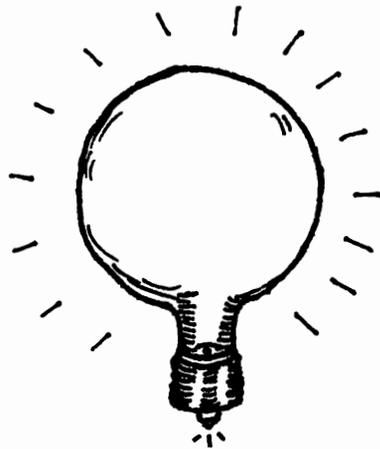
43. Reasons for Poor Volunteer/Staff Relations	62
44. Answers to Poor Volunteer/Staff Relations	63
45. Orienting Staff to Volunteers	64
46. How to Generate Conflict Between Paid Staff and Volunteers	65

Chapter VII MARKETING AND PUBLIC RELATIONS

47. How to Market Your Volunteer Program	68
48. Public Relations and Promotion Ideas	69
49. How to Run a Local Event	70
50. Timeline for Special Event Publicity	72

CHAPTER I

**PLANNING FOR
A
VOLUNTEER PROGRAM**



RATIONALES FOR VOLUNTEER PROGRAMS

1. Community outreach.
2. Community input.
3. Gain additional human resources.
4. Gain additional expertise.
5. Access contacts in the corporate and foundation world.
6. Act as a conduit to other groups.
7. Provide community monitoring.
8. Give a personal touch in services to clients.
9. Cost-savings.
10. Demonstrate community support for program.
11. Assist in fund-raising.
12. Provide ability to react to short-term crises.
13. Supplement staff resources and experiences.
14. Allow quick reaction to changing community conditions.
15. Assist client groups in self-help efforts.



WAYS TO REJECT A VOLUNTEER PROGRAM: THE GREAT EXCUSES LIST

1. "Volunteers aren't reliable."
2. "They'll never understand what we do."
3. "I don't have the time to work with volunteers."
4. "You can't get enough of them."
5. "They'll all be crazy."
6. "We'll get sued."
7. "We don't really have any problems around here."
8. "My job is too complicated for anyone else to learn."
9. "It didn't work in Kalamazoo."
10. "Volunteers eat clients."
11. "We don't need any more women around here."
12. "We've never had them before, so why start trouble now?"
13. "They should stay home and look after their children."
14. "This organization doesn't do tea parties."
15. "Ronald Reagan likes volunteers."

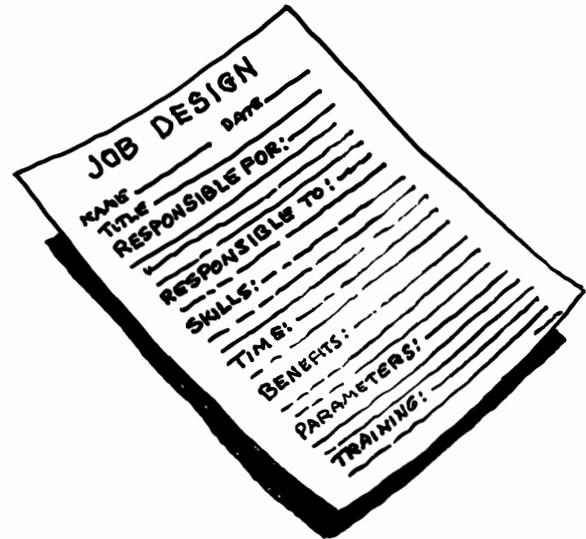


BASIC CRITERIA FOR DEVELOPING A VOLUNTEER JOB

1. Is the work to be done meaningful? Is it useful and significant to the agency, programs, and clients?
2. Can the need for the job be explained to a potential volunteer?
3. Can the work be done by volunteers? Can it be reasonably split into tasks that can be done on evenings and weekends? Is it amenable to a part-time situation? Are the skills needed likely to be available from volunteers, or can they be easily trained in the knowledges and background needed?
4. Is it cost-effective to have the work done by volunteers? Will we spend more time, energy and money to recruit, orient, and train volunteers than we would if we utilized staff? Are we looking at volunteer use on a long-term or short-term basis?
5. Is a support framework for the volunteer program available? Do we have a person ready to act as volunteer coordinator, volunteer policies and procedures, and inclusion of volunteers in insurance coverages?
6. Are staff willing to have the job done by volunteers? Do all staff understand their roles in relations to the utilization of volunteers?
7. Can we identify volunteers with skills to do the job?
8. Will people want to do this volunteer job? Is it a rewarding and interesting job or have we simply tried to get rid of work that no one would really want to do, paid or unpaid?
9. Do we know what we will do with the volunteers after we get them? Do we have adequate space for them? Do we know who is in charge of them? Does that person know what they are doing?
10. Is, in the end, the agency committed to the use of volunteers or is someone just looking for a 'quick fix' solution to their problem?

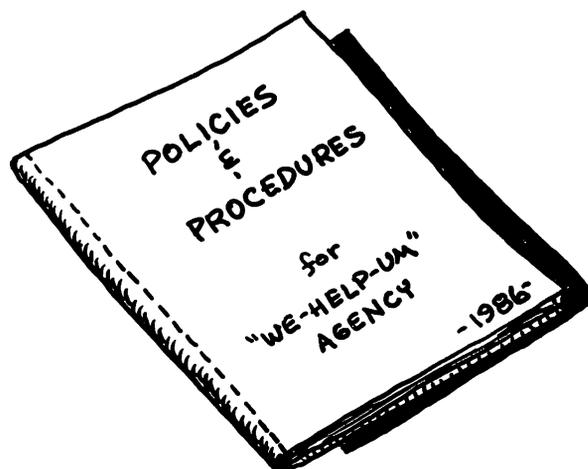
ELEMENTS IN A VOLUNTEER JOB DESCRIPTION

1. Job title
2. Brief job description
3. Anticipated results
4. Agency name
5. Agency address and phone
6. Supervisor
7. Time parameters of volunteer job
8. Qualifications for job
9. Responsibilities
10. Benefits
11. Training requirements
12. Contact person for application for job
13. Volunteer work site
14. Evaluation requirements for position
15. Date job description was discussed with volunteer
16. Date job description was revised



CONTENTS FOR VOLUNTEER POLICIES & PROCEDURES MANUAL

1. Attendance requirements.
2. Absenteeism allowances: sick leave, jury duty, vacation, etc.
3. Tardiness.
4. Notice of impending absence.
5. Resignation procedures.
6. Performance review procedures.
7. Termination.
8. Grievance procedures and appeals process.
9. Volunteer benefits.
10. Insurance coverage.
11. Dress code.
12. Confidentiality.
13. Expense reimbursement.
14. Record-keeping requirements.
15. Use of office equipment, telephones, agency vehicles, etc.
16. Continuing education possibilities.
17. Use of agency facilities and services: parking, lockers, coffee room, etc.
18. Organizational chart.
19. Timeline of major events for the year.
20. Agency phone directory and staff list.
21. Brief history of agency, with key names.
22. Samples of agency printed materials.
23. Affiliations and connections of the agency with other groups.
24. Risk management procedures: what not to do.
25. Copy of individualized job description.



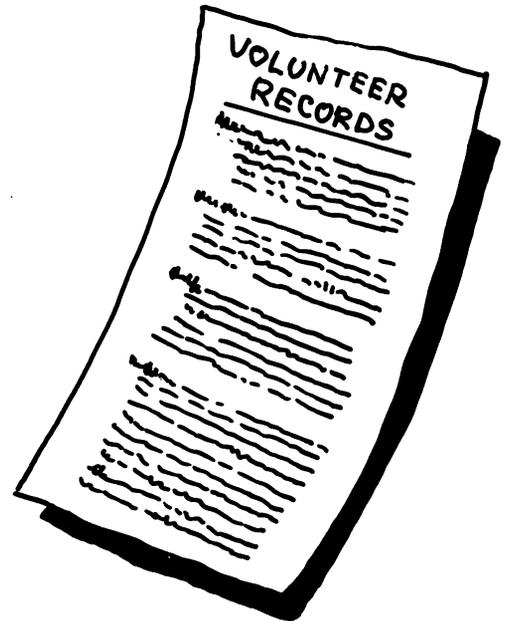
RISK MANAGEMENT PROCEDURES

1. Identify risks and dangers associated with each volunteer position. Think about what the volunteer might do wrong. Think about accidents that might occur due to equipment use or unsafe premises. Think about who your clients are and what their special needs or limitations might be.
2. Re-write your volunteer job descriptions to generate volunteers who are capable of dealing with your listing of risks. Tailor the "Qualifications" section of each job as to the skills, knowledge, and physical ability needed to avoid or deal with the dangers you have uncovered.
3. Screen all potential volunteers as to their ability to deal with risks.
4. Train all volunteers to deal with the risks of their specific jobs. Be sure to cover:
 - a. Duties to be performed.
 - b. Methods for proper performance of these duties.
 - c. Tasks *not* to be undertaken without specific instruction.
 - d. Dangers to be aware of and avoided.
 - e. Procedures for emergencies.
5. Train supervisors of volunteers in same elements.
6. Include a risk management review in your evaluation and performance review system.
7. Repeat this process annually or whenever a new volunteer job is developed.



VOLUNTEER RECORDKEEPING ITEMS

1. Total number of volunteers.
2. Volunteers by categories: age, sex, race, etc.
3. Volunteer use by month.
4. Total volunteer hours: annually and cumulative.
5. Hours by job type.
6. Motivations for volunteering.
7. Motivations for leaving volunteer position.
8. Where heard about volunteer position or agency.
9. Number of new volunteers each month.
10. Number of departing volunteers.
11. Estimated value of volunteer time.
12. Number of clients served by volunteers.
13. Number of staff served by volunteers.
14. Hours devoted to internal service to staff by department.
15. Hours of client service.
16. New volunteer services.
17. Changes in types of volunteers.
18. Ratio of volunteers to total program cost.
19. Ratio of volunteer hours to total program cost.
20. In-kind donations by volunteers.
21. Unreimbursed expenses of volunteers.
22. Monetary contributions by volunteers.
23. Daily chart of volunteer usage patterns: hours and departments.
24. Geographic patterns of volunteer recruitment.
25. Board volunteer participation.



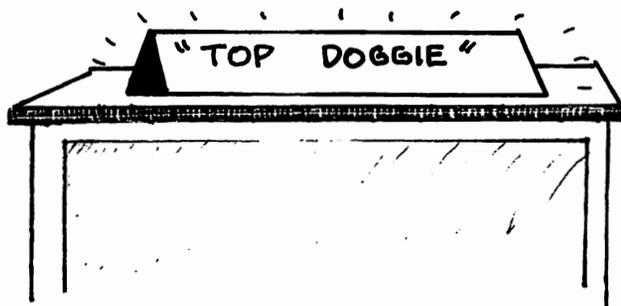
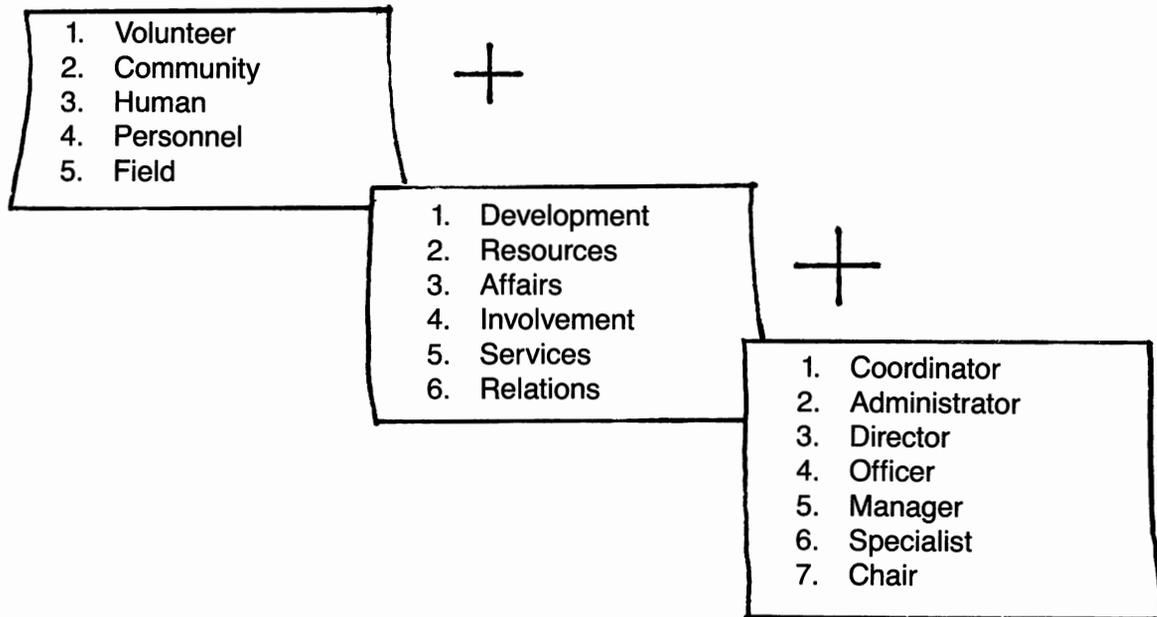
QUESTIONS TO ASK BEFORE BUYING VOLUNTEER INSURANCE

1. Is there a clear risk present to the volunteer or to others?
2. Is the risk significant in terms of potential damage?
3. Is there some significant likelihood of the risk actually occurring?
4. Can we better handle the risk by alleviating the condition that creates it?
5. Can we better handle the risk by improved selection of qualified volunteers?
6. Can we better handle the risk through increased training of volunteers?
7. Is the volunteer already protected by personal insurance coverage?
8. What limits of coverage do we need?
9. Where do we want volunteers to be covered: on-site, off-premises, en-route to the job?
10. Could we join with other agencies in purchasing this insurance?



VOLUNTEER MANAGER JOB TITLES

Pick one from each column in any arrangement desired:



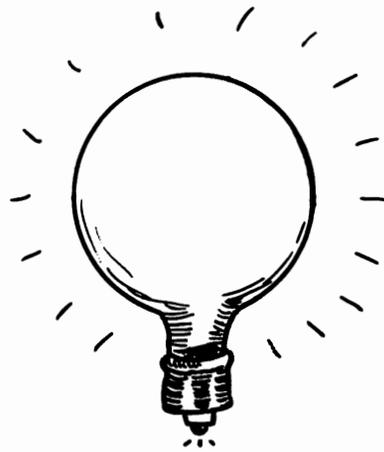
WAYS TO CALCULATE THE VALUE OF VOLUNTEER TIME

1. **Legislative Minimum:** Usually pegged at \$2.00 per hour.
2. **Minimum Wage:** Nationally set at \$3.35 per hour, but may be higher in some states.
3. **Estimated National Value:** Roughly estimated at \$8.00 per hour, based on data in the 1981 Gallup Survey on volunteer involvement.
4. **Average Per Capita Income:** Available for each state, with an approximate average of \$6.35 nationally.
5. **Average Wage:** Also available for each state, with an approximate value of \$13.00 per hour nationally.
6. **Equivalent Wage for Work:** Calculated individually for each job by classifying volunteer job and then checking with the local Department of Labor to see what wage is commonly paid in your community for that type of work.
7. **Agency Replacement Cost:** Calculated by getting agency personnel department to determine what wage (and fringe benefit cost) the agency would incur if it were to hire staff to fulfil the volunteer function.
8. **Estimate of Worth by Clients:** Useful method if volunteer service provided is technical assistance or consulting. Volunteer value is set not at what volunteers would be paid, but at what agency would be *charging* for the services being provided by the volunteers.



CHAPTER II

VOLUNTEER RECRUITMENT



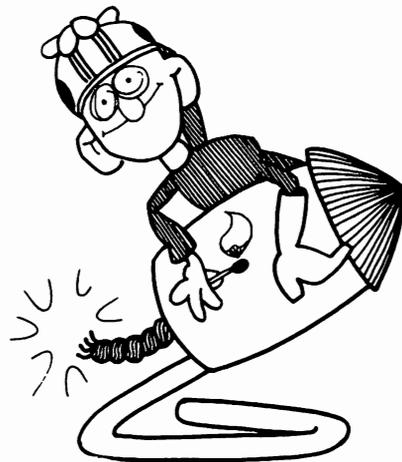
CHECKLIST PRIOR TO RECRUITMENT CAMPAIGN

1. Who currently volunteers for us and what do they do?
2. Why do they volunteer for us?
3. How do they compare to volunteers with other agencies?
4. Do we know how and where volunteers will be used?
5. Do we know how we will explain the agency's purpose and mission to volunteers?
6. Do staff understand and accept both volunteer and staff roles?
7. Do we have job descriptions for all positions?
8. Do we have a planned and targeted recruitment campaign?
9. Do the appeals we will use relate to our community and to the volunteers we want to attract?
10. Are we utilizing distribution mechanisms that relate to our target groups?
11. Do we have a qualified volunteer interviewer?
12. Do we know what questions will be asked in interviews?
13. Do all questions relate to volunteer job skills?
14. Have we conducted a risk management assessment of the volunteer roles?
15. Do we know how we will evaluate and compare candidates?
16. Do we know what we will do with "rejected" volunteers?
17. Can we describe volunteer benefits to interviewees?
18. Have staff been trained in volunteer management?
19. Do we have our volunteer personnel management system in place?
20. Does everyone involved in the recruitment effort understand their role?



MOTIVATIONS TO APPEAL TO IN RECRUITMENT CAMPAIGNS

1. Helping others.
2. Improving the community.
3. Gaining work experience.
4. Utilizing untapped educational skills.
5. Learning new skills.
6. Getting out of the house.
7. Changing the status quo.
8. Staying active and involved.
9. Meeting new people.
10. Being needed.
11. Testing a new career.
12. Making professional contacts.
13. Gaining academic credit.
14. Experiencing different life-styles.
15. Building self-confidence.
16. Doing satisfying work.
17. Putting your hobby to good purpose.
18. Meeting new challenges.
19. Learning responsibility.
20. Fulfilling a tradition.
21. Being a winner.
22. Sharing fun time with your family and peers.



-
23. Gaining recognition from others.
 24. Using natural gifts and talents.
 25. Putting faith into action.
 26. Helping a friend.
 27. Preserving the past.
 28. Influencing others.
 29. Getting to know prospective clients.
 30. Searching for a job.
 31. Being an individual rather than a number.
 32. Empowering others.
 33. Meeting others with like values.
 34. Being a role model for your children.
 35. Giving back what you have gotten.
 36. Showing that you care.

RECRUITMENT IDEAS

1. Offer slide-show programs illustrating clients being served by volunteers for use at condominium association meetings in your area.
2. Offer a program on ways to become involved to large companies for use in their pre-retirement seminars.
3. Talk to the manager of your local cable TV program at a high school or college station to present a program on your agency.
4. Never walk away from a meeting where you have given a talk about your agency without getting the name and contact information of everyone who was interested. Get back to these people within one week if possible.
5. When you are going to make a presentation to a large group, take several volunteers with you both to talk about their own experiences and to help you deal with interested applicants.
6. Get lists of other organizations in your area to see if they can help your recruitment effort by advertising your program, offering you time on their meeting agendas, distributing written information to their membership, posting notices on bulletin boards, etc. Churches are especially good at this.
7. Have someone do research on clubs, groups, schools, etc., who have as a part of their activities a project similar to yours. People in those projects are excellent prospective recruits for your program.
8. Since a tool that augments recruiting is publicity, consider ways to get your story (of client needs, not organizational history) across, such as identifying business that buy newspaper ad space and asking them to plug your cause and how people can become involved.
9. Work with other volunteer groups in your community to sponsor a Volunteer Fair at a shopping mall or a company.
10. Ask your newspaper to donate space in their classified ads section for volunteer job openings. Place (and pay for, if necessary) a volunteer job advertisement in the Help Wanted sections, built around appealing to gaining job skills and making employment contacts.
11. Get churches to announce your needs to their congregations.
12. Contact high school and college department heads in any subject areas that coincide with your agency's purpose to see if volunteering with you can become part of a class assignment.

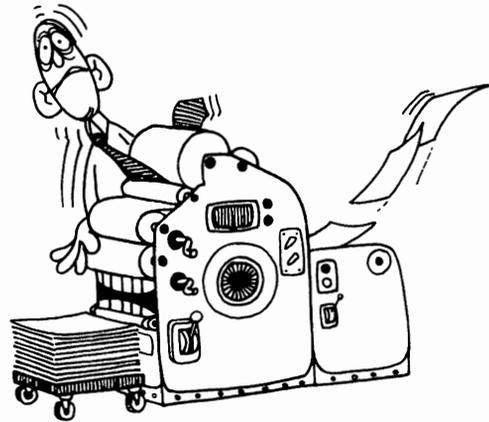


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13. Talk to personnel directors of companies, explaining volunteer opportunities and ask if they can direct retirees and current employees to you.
 14. Create a "Resource Inventory" file of groups, individuals, media, clubs, businesses, etc. List name, contact information, past history of collaboration, publications, and all other useful information.
 15. Don't forget that you can recruit whole groups to help you with a project. Recruit the National Guard to serve as safety marshals for your special event. Let the Lions Club co-sponsor and operate your Jailathon. Get the Toastmasters Club to serve as your Speakers Bureau.
 16. When trying to involve minorities as volunteers, find leaders in that community and recruit them to recruit their peers.
 17. When trying to enlist a teacher, pastor, or leader of some group, take one of their membership with you to help persuade them. Make sure this person is both committed to and informed about your agency.
 18. Speak the language of the person you are trying to recruit. Ask yourself, "What do we do that would be of interest to them?" and highlight this in your presentation.
 19. When trying to recruit a group, look up their creed or mission and use some of the wording in your presentation. Don't overdo it.
 20. Always tell why you are personally committed to your work when enlisting others, since it personalizes the job you are seeking to fill. If you aren't personally committed, recruit someone else to do recruitment.
 21. Always recruit volunteers on the basis of the *service to clients*, not the needs of the agency. People work for people, not things.
 22. When trying to recruit businesses, look up their advertising slogan and build it into your presentation.
 23. Tell people what they will do, how long they will be expected to do it and who will benefit.
 24. Remember that you're trying to remove people's reasons to say "NO", not twist their arms into volunteering.
 25. Never use guilt when trying to recruit.
 26. Be honest and upfront with people when trying to recruit. Do not lie about or minimize the work or the time needed.
 27. Avoid "1st warm-body-through-the-door" methods of recruitment. If you can't get the right person, don't take anybody.
 28. Ask grocers to stuff flyers into grocery bags about your program.

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29. Break large volunteer jobs down into smaller components that recruit people on these lesser time-consuming jobs.
 30. Be careful about recruiting people to titles without explaining the actual job functions and responsibilities. “Secretary” can mean different things to different people.
 31. Diagram where people will fit into the overall pattern of work. It will help them visualize their role in relation to others.
 32. ALWAYS offer a job design—even if it’s the simply one-sentence sketch of the work to be performed. This way, both you and they are more likely to understand their assignment.
 33. Don’t recruit until you know what you are doing and what the volunteers are going to be doing.
 34. Appeal to your current volunteers to recruit their friends. Sponsor a “Bring a Friend” introductory luncheon.
 35. Get the Welcome Wagon, Visitors Bureau, and Chamber of Commerce to disseminate your material to newcomers.

SITES FOR DISTRIBUTING RECRUITMENT INFORMATION

1. Job counseling offices.
2. Resume writing firms.
3. Libraries.
4. Post offices.
5. Welcome wagons.
6. Chamber of Commerce.
7. Tourist information bureau.
8. University job office.
9. High school counselors.
10. Service clubs.
11. Church bulletin boards.
12. Bowling alleys.
13. Laundromats.
14. Community centers.
15. Volunteer Center.
16. Coffee houses.
17. Personals column in community newspaper.
18. Doctors' offices.
19. Hospital waiting rooms.
20. Bookmobiles.
21. Hotel lobbies.
22. Shopping malls.
23. Bus signs.
24. Corporation billings.
25. Agency open house.
26. Auto bumper stickers.
27. T shirts.
28. TV and radio PSAs.
29. Cable TV programs.
30. Speakers Bureau.
31. Letters to professional associations.
32. Volunteer opportunity column in newspaper.
33. Billboards.
34. Bookmarks.
35. Grocery bag stuffers.
36. Corporate orientation programs.
37. Pre-retirement seminars.
38. Clients.
39. Volunteer skillsbank.
40. Lawyers handling cases suitable for alternative sentencing.



-
41. Job re-training programs.
 42. Utility bill stuffers.
 43. Back of bank deposit slips.
 44. Newsletter of other non-profit groups.
 45. Want ad section in paper.
 46. Local phonebooks.
 47. SCORE.
 48. Vocational schools.
 49. Door to door.
 50. Volunteer recruitment fair.

QUESTIONS TO ASK BEFORE PLANNING A MINORITY RECRUITMENT CAMPAIGN

1. **Why do we want to expand minority participation?**
 - a. Meet legal requirements.
 - b. Meet an organizational goal.
 - c. Gain additional personnel and resources.
 - d. Provide outreach for service delivery.
 - e. Become more representative of the community.

2. **Are we aiming for 'special' or 'general' involvement? Are we recruiting minority volunteers for a particular project or for the entire organization?**

3. **What resources can we allocate to this effort?**
 - a. Staff
 - b. Time
 - c. Money
 - d. Dedication of programs
 - e. Shared decision-making authority
 - f. Risk of failure

4. **What base are we working from?**
 - a. Current board composition
 - b. Minority contacts
 - c. Staff composition
 - d. Current minority volunteers
 - e. Organizational history

5. **What adjustments are we willing to make to succeed?**
 - a. Location of volunteer work
 - b. Policies and procedures on hours, reimbursement, etc.
 - c. Changes in board and staff composition
 - d. Creation of new programs and directions

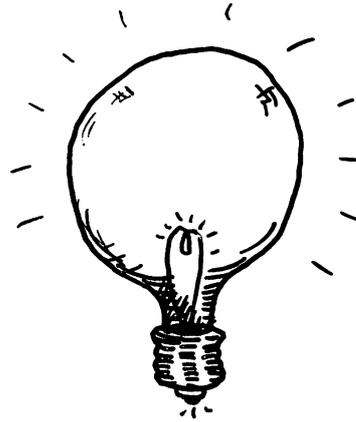


WAYS TO ENCOURAGE THE UNEMPLOYED TO VOLUNTEER

1. Post notices at the unemployment office.
2. Distribute brochures at job re-training programs.
3. Distribute brochures at resume-writing firms.
4. Distribute brochures at counselors offices.
5. Offer to help companies facing layoff situations.
6. Advertise in the Want Ads.
7. Write job descriptions around specific tasks and skills that could translate to paid employment.
8. Encourage employers to recognize volunteer work on job applications.
9. Emphasize 're-training' in recruitment pitch.
10. Emphasize 'career sampling' in recruitment pitch.
11. Emphasize 'making contacts' in recruitment pitch.
12. During interviewing, emphasize skills that can be learned in job.
13. Document hours and skills of each volunteer.
14. Help volunteers develop a portfolio of skills and training.
15. Work with unions in reaching the unemployed.
16. Provide training in new skill areas for all volunteers.
17. Offer all agency job openings to agency volunteers first.
18. Inform volunteers of other training courses available in the community.
19. Do performance reviews of volunteers and help them correct any problems.
20. Prepare letters of recommendations focusing on skills and accomplishments.
21. Encourage volunteers to continue to seek employment.

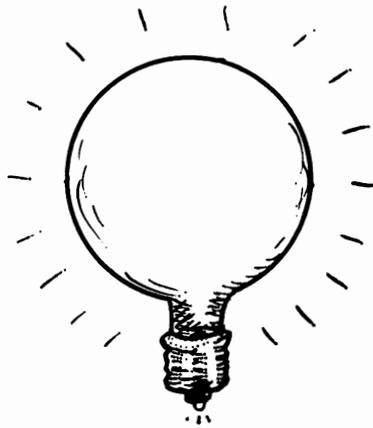
TIPS FOR LOW-INCOME RECRUITMENT

1. Design materials for ease of readability.
2. Emphasize job development opportunities.
3. Emphasize self-help.
4. Develop volunteer jobs within the immediate neighborhood.
5. Provide reimbursement of expenses.
6. Match background of recruiters with desired volunteers.
7. Don't use social work jargon.
8. Minimize paperwork.
9. Minimize time delay between first response and job match.
10. Refer to 'helping out', not 'volunteering'.
11. Distribute brochures in appropriate locations.
12. Have concrete job examples available.
13. Stress personal recruitment techniques.
14. Try to get the churches involved.
15. Provide examples of success.



CHAPTER III

**SCREENING AND
INTERVIEWING**



ABILITIES OF AN EFFECTIVE INTERVIEWER

1. Broad knowledge of agency and potential volunteer jobs.
2. Personal knowledge of staff and their quirks.
3. Ability to relate to all types of people.
4. Ability to talk easily with strangers.
5. Ability to listen attentively to both what is said and not said.
6. Ability to ask follow-up questions.
7. Ability to speak clearly and simply.
8. Ability to follow agenda of interview and control interview without appearing to dominate.
9. Knowledge of non-directive interviewing techniques.
10. Ability to draw expectations of interviewee.
11. Ability to recruit and motivate while interviewing.
12. Commitment to agency and programs.
13. Ability to reject graciously and willingness to do so.
14. Ability to empathize with other people.
15. Ability to say "I don't know" at times.



KEY AREAS TO WATCH FOR IN VOLUNTEER INTERVIEWS

1. Ease in answering questions about qualifications and background.
2. Ability to communicate well.
3. Level of enthusiasm and commitment.
4. Ability to relate to interviewer.
5. General attitudes and emotional reactions.
6. Type of questions asked about the agency and the position.
7. Other interests or hobbies.
8. Flexibility.
9. Maturity and stability.
10. Preference for group or individual setting.
11. Level of self-confidence.
12. Any sense of a hidden agenda.
13. Sense of humor.
14. True understanding of agency purpose and clientele.
15. Time pattern in previous work and volunteer experience.
16. Knowledge of the community.
17. Reasons for coming to the agency.
18. Where they found out about the volunteer job.
19. Needs for domination, perfection, success-orientation, influence, approval, visibility, etc.
20. Preference for bright colors. (Don't laugh. An early study by Ivan Scheier found that the only correlation between personality traits and successful volunteer performance in the criminal justice field was a liking for bright colors among the successful volunteers.)

QUESTIONS NOT TO ASK WHILE INTERVIEWING

1. Birthplace
2. National origin
3. Names and addresses of relatives
4. Age
5. Marital status
6. Child care, pregnancy.
7. Religious affiliation
8. Arrest record
9. Race
10. English language skill
11. Discharge from military service
12. Credit card ownership
13. Home ownership
14. Length of residence in community
15. Height and weight
16. Anything, in fact, that is not directly related to the ability of the applicant to perform the specific volunteer job they are considering. If you need to gather biographical and demographic data, do so *after* you have accepted the applicant and during the orientation process.



WAYS TO SAY 'NO' TO A POTENTIAL VOLUNTEER

"I wish we had something suitable, but we don't at this time."

"No."

"Our program does not demand the skills you wish to give."

"You're not suitable for us, but..."

"We'd rather not waste your time."

"We'll get back to you."

"Let me put you in contact with..."

"Have you ever heard of the Volunteer Center?"

"Your time availability doesn't coincide with our needs."

"The job you're best qualified for is already filled."

"We'd rather have you on our Board of Directors."

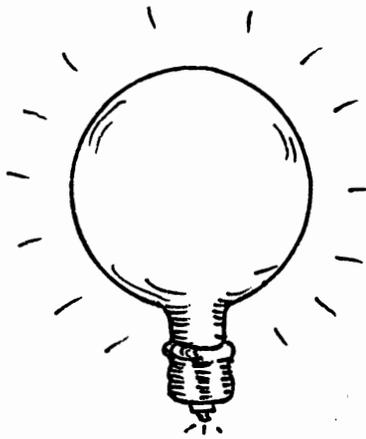
"I don't think you'll get what you want out of volunteering with us."

EXIT INTERVIEW QUESTIONS

1. Why have you decided to leave the volunteer position?
2. How would you describe your relations with other volunteers?
3. How would you describe your relations with agency staff?
4. How did we do at allowing you to do the type of volunteer work you were really interested in?
5. What did you like and not like about the volunteer program?
6. What recommendations would you make for changes in the volunteer program?
7. If you were turning this job over to your best friend, what would you say was the best thing about it? The worst?
8. How did the initial description of the volunteer job match with the reality?
9. What, if anything, have you gotten out of this volunteer job?
10. What didn't we tell you about the job that you would have liked to know?
11. What kind of volunteer job are you looking for now?

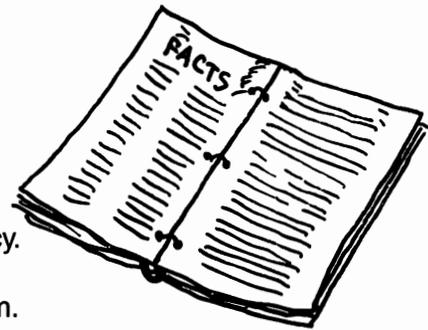
CHAPTER IV

ORIENTATION AND TRAINING



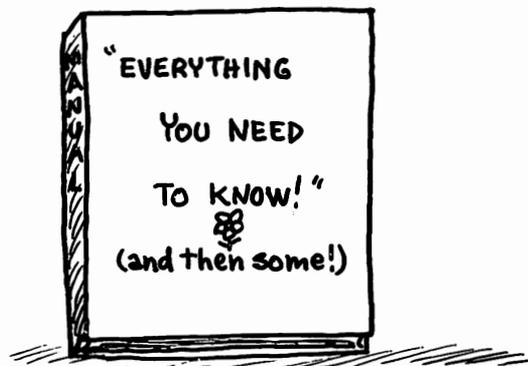
TOPICS TO COVER IN A VOLUNTEER ORIENTATION SESSION

1. Description and history of the Agency.
2. Description of programs and clientele.
3. How the agency relates to the community and to other organizations.
4. Description of the volunteer program.
5. Sketch of organizational chart and introduction of key staff.
6. Timeline of major organizational events throughout the year.
7. Introduction of volunteer manual on policies and procedures.
8. Facilities orientation: office layout, phones, restrooms, parking, meals, coffee, etc.
9. Outline of volunteer benefits.
10. Notification of volunteer training schedule.
11. Introduction of supervisory system and personnel.
12. Coverage of record-keeping requirements.
13. Description of procedures to follow in case of emergency.
14. Description of performance appraisal and review system.
15. Orientation to individual volunteer job.
16. System for changing schedule or notifying of absence.
17. Opportunities for growth and job development.
18. Plea to recruit more volunteers.



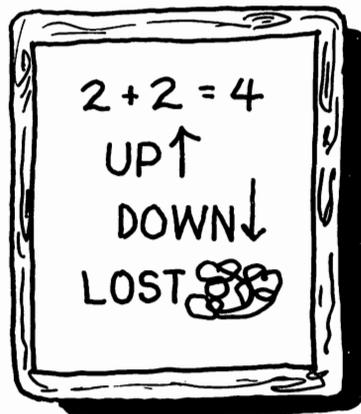
CONTENT OF VOLUNTEER MANUAL

1. Agency description: goals, history, programs.
2. Sample of agency publications.
3. Organizational chart.
4. Key staff directory.
5. Board list.
6. Job description of volunteer.
7. Sample record-keeping forms: time sheets, etc.
8. Reimbursement policies and forms.
9. Termination procedures.
10. Dress code.
11. Hours and methods for changing schedule or being absent.
12. Insurance forms and sign-up sheet.
13. Emergency procedures.
14. Performance review process.
15. Grievance procedure.
16. Volunteer benefits listing.
17. Listing of obscure technical terms commonly used in the agency, with appropriate abbreviations.
18. Greeting letter for agency director and board president.
19. Information on client rights, confidentiality and legal restrictions.
20. Volunteer promotion opportunities.
21. Policies on use of agency facilities, equipment, and services.
22. Map of area and agency facilities.



REQUIREMENTS FOR A GOOD TRAINING WORKSHOP

1. Clear and significant purpose for the training.
2. Suitable facilities.
3. Applicable curriculum.
4. Realistic time-frame.
5. Trainers who understand both the content and the audience.
6. Good materials for handouts.
7. Attention to logistical details.
8. Appropriate training techniques for time limitations and audience.
9. Right audience for workshop.
10. Varied learning environment.
11. Opportunity for discussion and interchange.
12. Adaptability to changing group.
13. Opportunity for visual, auditory, and 'hands-on' learners to learn.
14. Trainers who know where to go and how the group can be made to get there.
15. A sprinkling of war stories.



TRAINING EVENT CHECKLIST

1. Adequate space for group.
2. Correct table set-up.
3. Right number of chairs.
4. AV equipment: operational status, correct size, intelligent operator.
5. Extension cords.
6. Electrical outlets: placement, type of connectors required.
7. Lighting and placement of light switches.
8. Screens for AV equipment.
9. Temperature controls and ventilation.
10. Restrooms.
11. Table for registration.
12. Podium.
13. Name tags.
14. Roster and addresses of attendees.
15. Non-collapsing flip chart and easel.
16. Markers.
17. Tape
18. Coat racks.
19. Policy on smoking, with suitable facilities.
20. Exhibits table.
21. Parking information.
22. Directional signs for outside.
23. Tables for trainees to take notes on.
24. Handouts.
25. Extras of everything for drop-ins.
26. Schedule for breaks.
27. Watch or clock.

TRAINING TIPS

1. Understand the difference between how adults and children learn. Adults want the information to be practical, have more experiences to draw on, want the information to be useful *now*.
2. There are three types of learners: Hearers, Seers, and Hands On.
3. Plan training events well in advance.
4. Put all understandings, needs, agreements with trainers in writing, both for you and the trainer.
5. Find out what trainers AV needs are in writing.
6. Find out as specifically as possible what the audience characteristics are likely to be and share this with the trainer.
7. When using overheads, have printing large enough to be read 50 feet away.
8. Use different colored markers for the flip chart to liven up the session and to emphasize different points.
9. Avoid rooms with fixed seating. Have the flexibility to allow participants to gather in small groups.
10. Don't try to keep adults sitting for more than 1 ½ hours without a break.
11. To break up a long training day: have participants stand in single file lines; place hands on shoulders of person in front; instruct them to rub that person's shoulders; turn around; rub again.
12. Don't try to train while standing in front of a large window—on gloomy days it will put participants to sleep and on bright days it will blind them.
13. Arrive at least 30 minutes early. Everything that can go wrong will have happened at this point.
14. Always assume that any microphones and AV equipment are malfunctioning and need to be double-checked.
15. Remember to recognize everyone who made the day a success.
16. If traveling, never check any baggage containing anything that is essential for the training.



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17. Never read from handouts or training notes. Know your material so well that you can paraphrase everything from memory.
 18. Do not allow people to sit on a raised platform behind you as you train. Do not allow people to sit on an unraised platform behind you as you train. In fact, guard your back at all times.
 19. If the training is broken up by a meal, make sure it is a light one.
 20. Avoid scheduling foods with heavy sugar contents for breaks.
 21. When training in a hotel with an intercom system, make sure that it is disconnected for your room.
 22. Have someone act as an aide when you are training and set up a subtle signal to alert them as to when you need assistance.
 23. Avoid gymnasiums.
 24. Don't sniff the Magic Markers.

TIPS FOR USING SMALL GROUPS IN TRAINING SESSIONS

1. Put 4-6 people in each small group.
2. Seat people in an arrangement where they can interact with every other member of the group.
3. Allow time to get acquainted.
4. Spell out group tasks very specifically.
5. Write tasks down so the group can refer to them during the discussion.
6. Give a specific time for completion.
7. If task is complicated, give estimated time for sub-tasks.
8. Tell group in advance if they need a reporter or a recorder.
9. Provide flip charts and markers if the group is reporting out or is brainstorming.
10. If breakout sessions are lengthy, announce remaining time periodically.
11. Mix up groups so that friends aren't always together.
12. Observe group interaction and intervene if they seem lost.
13. Don't allow repetition in reports from groups.
14. Eavesdrop on groups for incidents and comments you can refer back to in your presentation.
15. Choose the most lively group to report out first.



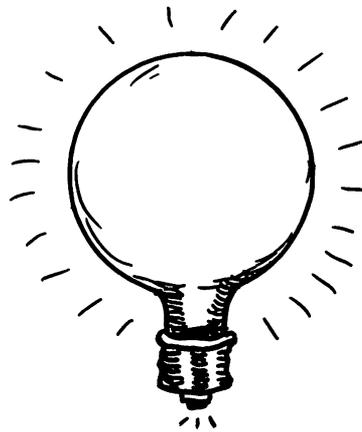
EVALUATION AREAS FOR A TRAINING SESSION

1. Overall effectiveness of training session.
2. Overall effectiveness of trainer.
3. Level of interaction with participants.
4. Familiarity with materials.
5. Adaptation of material to audience.
6. Appropriateness of training methods.
7. Organization of materials.
8. Use of audio-visual resources.
9. Quality of handout material.
10. Ability to make subject interesting.
11. Usefulness of training to everyday work.
12. Content consistent with description.
13. Like to see same trainer do other workshops.
14. Pace of the training.
15. Appropriate difficulty level of training.
16. Most helpful element of training.
17. Least helpful element of training.
18. Facilities.
19. Recommend workshop to friends?
20. Suggestions for other workshop topics.



CHAPTER V

**LEADERSHIP, SUPERVISION,
AND RECOGNITION**



LEADERSHIP CHARACTERISTICS

1. Can envision results.
2. Can communicate that vision to others.
3. Deep commitment to subject area.
4. Great credibility.
5. Can juggle complexity and make it seem simple.
6. Can move groups from current to future status.
7. Can instill commitment to change.
8. Can instill new cultures and strategies in groups.
9. Willing to assume responsibility for change.
10. Capable of directing change.
11. Able to overcome resistance to change.
12. Willing to take risks.
13. Develops plans for 'worst case' possibilities.
14. Rehearses mentally.
15. Not content to rest on laurels.
16. Develops trust through positioning.
17. Is not a workaholic—keeps things in balance in life.
18. Believes in himself without being pompous.
19. Focuses on positive, not negative, outcomes.
20. Can create and stick to an agenda.
21. Can abandon an agenda when necessary.
22. Passion and intensity.
23. Challenges others (does not coddle).
24. Pays attention and listens carefully.
25. Sees linkages between seemingly dis-similar things.
26. Defines reality.
27. Capable of influencing others.
28. Puts 'know-why' ahead of 'know-how'.
29. Knows themselves.
30. Reliable.
31. Persistent.
32. Solves problems instead of blaming.
33. Works for the 'art' of something.



WAYS TO EFFECTIVELY DELEGATE RESPONSIBILITY

1. Pick qualified people to start with.
2. Explain both the job and the degree of delegated authority.
3. Concentrate on explaining the results you want accomplished.
4. Reach agreement on the job and the time frame for accomplishment.
5. Establish a reporting system for interim progress.
6. Delegate both "good" work and "bad" work.
7. Don't use delegation to dump disasters on others.
8. Give both positive and negative feedback.
9. Use "one person-one job" method of delegation.
10. Gradually increase responsibilities and freedom.
11. Train, if deficiencies are spotted.
12. Inform others of authority you have delegated.
13. Recommend sources of help and support when delegating.
14. Make sure to provide all necessary background information.
15. Adjust current workload to match new additional tasks.
16. Don't over-supervise.
17. Use mistakes as a learning experience.
18. Encourage risk-taking.
19. Make sure what you're asking for "makes sense," both to you and to them.
20. Try to communicate the need, vision, and significance of the work.
21. Have person repeat back to you what their understanding of the work is.



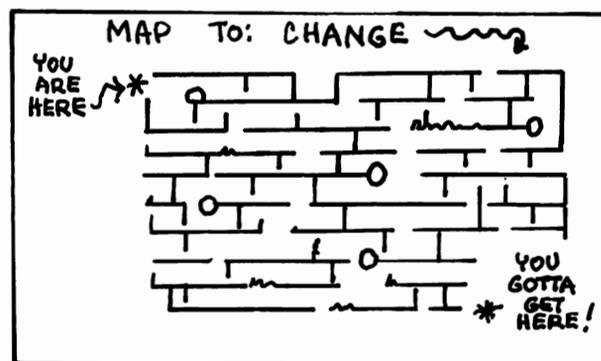
HOW TO DEAL WITH DIFFICULT PEOPLE

1. Clarify what the problem is.
2. Clarify what the problem is not.
3. Where are your common areas of agreement?
4. What are your common goals?
5. What approach gets through most effectively?
6. Keep conversations focused on issues, not personalities.
7. Use simple wording to explain your position. Avoid excess verbiage.
8. Speak to them during the "best time" of the day and week.
9. Put facts in writing.
10. Determine if they are a listener or a reader first.
11. Rehearse positive interaction before meeting.
12. Keep attitude positive. Recall positive results.
13. Clarify what you want/need from them. Distinguish between the two.
14. Watch out for any old attitudes that are interfering with your current effort.
15. Make sure both body and verbal languages are in agreement.
16. Don't allow yourself to get 'hooked' into irrelevant arguments.
17. Speak in private if a difficult issue must be addressed.
18. If a person is abusing your time, deal with it directly by explaining that you need to do your work most efficiently.
19. Follow-up in writing with summary of discussion and assignments.
20. Don't take their dislike personally.
21. Make friends with their friends.
22. Don't discuss them with other people. The walls have both ears and mouths.
23. Set a limit on what you will put up with and stick to it.
24. Remember that you are not God, "Winning" may only mean arranging a tolerable working relationship, not solving all their personality defects.
25. Treat them nice, anyway. It may make them like you or it will, at worst, simply confuse them.



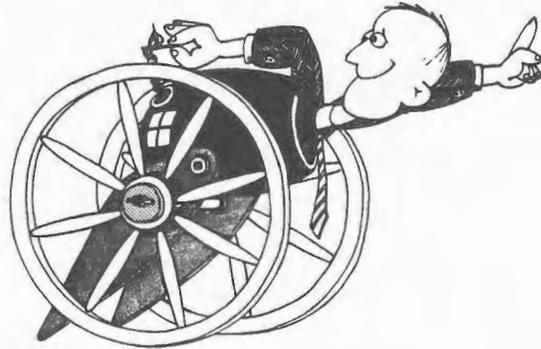
INITIATING CHANGE

1. Identify all people/groups that could be affected by change.
2. Identify authenticators (i.e., trusted leaders) in each group.
3. Involve authenticators in discussion of change. Try to get their help to explain it to their group.
4. Set realistic goals for change implementation and make them clear to all involved.
5. Identify the benefits of change for each group.
6. Plan to initiate change at low-demand time periods.
7. Reward people who help in initiating change.
8. Publicize good efforts and steps toward change.
9. Identify the most resistant people to change. Diagnose their objections and try to remove them directly.
10. Avoid changes in physical settings at times of policy changes.
11. Hold training and informational sessions for people to inform them of the reasons for change and the progress being made. Involve the authenticators in this session.
12. Remember that 'what people are not up on they will probably be down on.'
13. Use plain talk when dealing with practical problems.
14. Make sure the change actually makes sense.
15. Don't preach what you don't practice.



ALTERNATIVES TO FIRING A VOLUNTEER

1. Reconnoiter to find out what is really wrong.
2. Re-supervise the volunteer.
3. Re-assign the volunteer to a new staff person.
4. Re-assign the volunteer to a new job.
5. Retrain the volunteer to be able to do the job right.
6. Re-vitalize the volunteer by giving them a sabbatical.
7. Re-motivate the volunteer.
8. Rotate the volunteer to a new setting.
9. Refer the volunteer to another agency.
10. Retire the volunteer with honor.



HOW TO FIRE A VOLUNTEER AND LIVE TO TELL ABOUT IT

1. **Provide clear forewarning and notice to volunteers that they may be terminated:**
 - a. have clear agency policies on termination.
 - b. make the policies reasonable and related to the work to be done.
 - c. include a policy on suspension.
 - d. tell volunteer about the policies in orientation and training session.
 - e. give volunteers a copy of the policies as part of their personnel manuals.
 - f. make the policies specific to each volunteer by providing them an up-dated accurate, and measurable job description.

2. **Conduct an investigation or determination before firing a volunteer.**
 - a. have a fair and objective investigator determine if policies were actually violated.
 - b. never fire on the spot without conducting an investigation: use suspension clause to allow time to examine the situation.
 - c. make sure you have proof of the violation of the agency policies, either through testimony of others or regular evaluations of the volunteer's behavior that demonstrate unsatisfactory performance.
 - d. also try to find out the volunteer's side of the story to determine if any extenuating circumstances exist.
 - e. thoroughly document the investigation and its results.

3. **Apply the termination ruling fairly and equally.**
 - a. establish a graduated punishment system: warnings for first offenses, or for minor transgressions, then more severe penalties.
 - b. relate the degree of punishment to the level of offense.
 - c. apply penalties even-handedly and without favoritism.
 - d. allow for an appeals process.
 - e. make use of a committee of peer volunteers to aid you.



EVALUATION TIPS

1. Assess actions, not people or personalities.
2. Give volunteers a blank copy of their evaluation form at the time they begin their work. Set up a time of evaluation (3-6 months into the job) and ask them to fill it out on their perspective of their work results. You will also fill out a duplicate copy of the same evaluation form (tailored to that specific volunteer job) and at the time of the evaluation, compare results.
3. Make evaluations honest and clear.
4. Give evaluations (especially those to correct action) as immediately as possible.
5. Phrase evaluations positively, not negatively.
6. Develop evaluation comments through varied perspectives.
7. Document all evaluations—especially for volunteers who might utilize them on resumes, etc.
8. Give volunteers clear written guidelines (job design, goals, desired results) of what is to be accomplished.
9. At checkpoints during work and at completion:
 - a. review goals and progress toward them.
 - b. identify strongest aspects and how to continue to duplicate them in the future.
 - c. identify problems and how to avoid them in the future.
 - d. sketch out plans for the next evaluation.
 - e. celebrate successes and learnings.
 - f. note assistance that could have helped along the way.
10. Avoid grading system of “Great”, “OK”, “Yuck”. Substitute “Superior”, “Fine”, “Could Benefit from Further Training”. Everyone likes to be a winner.
11. Be realistic.
12. When holding a group or committee assessment of completed work, keep the dialogue positive—ask the participants to identify things that worked well and opportunities to improve: don’t dwell on “Good” or “Bad.”

THE ALTERNATIVE MANAGEMENT BY OBJECTIVES

1. **MANAGEMENT BY OPPRESSION:**

Originally believed to have been developed by Attila the Hun, this system has been supplanted in many agencies by its more effete modern version, "Management by Obnoxiousness," championed by the Don Rickles School of Interpersonal Relations. A similar system may be found in "Management by Ordeal."



2. **MANAGEMENT BY OPTIMISM:**

Pro-mulgated by "The Lord Will Provide" School of Public Administration, this system is especially popular with churches. A variant method utilized by secular organizations is known as the "Scarlett O'Hara Tomorrow-is-Another-Day" Memorial System.

3. **MANAGEMENT BY OOPS!:** A system for personnel administration based on the well-known fact that 'Everyone Loves a Surprise.' This extremely versatile system has been modified and also exists as the "After the Fact" Method for strategic planning.
4. **MANAGEMENT BY OVER-REACTION:** Chicken Little as Executive Director.
5. **MANAGEMENT BY OMISSION:** Created at the Alfred E. Newman "What, Me Worry?" School of Business Administration, this system is extremely popular among conservatives.
6. **MANAGEMENT BY OSTRACISM:** Developed at the Siberia campus of Harvard Business School, this is also known as the "Out of Sight, Out of Mind" theory of conflict resolution.
7. **MANAGEMENT BY OTHERS:** Based on the reasonable thesis, "It's Your Problem, So You Deal With It," this system was developed in Europe during the late 1930's at the Clement Attlee School of Assertive Behavior by the famous Lett, George Duette.
8. **MANAGEMENT BY OBSTINANCE:** Originally developed by Martin Luther, this system is especially popular when dealing with young children or when developing theories for strategic defense postures. Closely related to "Management by Obituary."
9. **MANAGEMENT BY ORIFICE:** Seldom fully utilized, but often contemplated, this system was immortalized by Johnny Paycheck in the famous song 'Take this Job and Shove It.'
10. **MANAGEMENT BY OBFUSCATION:** An epiphany in systemic meta-conceptualization, this paradigm is optimally operationalized through it clarion, "If you can't understand it, you can't refute it." Very popular with governmental agencies, where its only real competition has been "Management by Ossification."

VOLUNTEER BENEFITS

1. Expense reimbursement.
2. ID cards.
3. Optional training.
4. Advancement/promotion/career ladder.
5. Longevity indicators: stripes, ribbons, medals.
6. Designated volunteer office space.
7. Tax record-keeping forms.
8. Auto insurance.
9. Health insurance.
10. Liability insurance.
11. Agency services at a reduced rate or free.
12. Babysitting/child care assistance.
13. Rapid transit coupons.
14. Annual party/dinner.
15. Job skills recording system.
16. Nominate for President's Volunteer Action award.
17. Nominate for local award.
18. Letter of commendation to employer.
19. Uniforms, badges, pins, name tags.
20. Name plate.
21. Free parking.
22. Academic credit for training experiences.
23. Vacation time.
24. Exchange program with other volunteer organizations.
25. Preference in paid employment decisions.

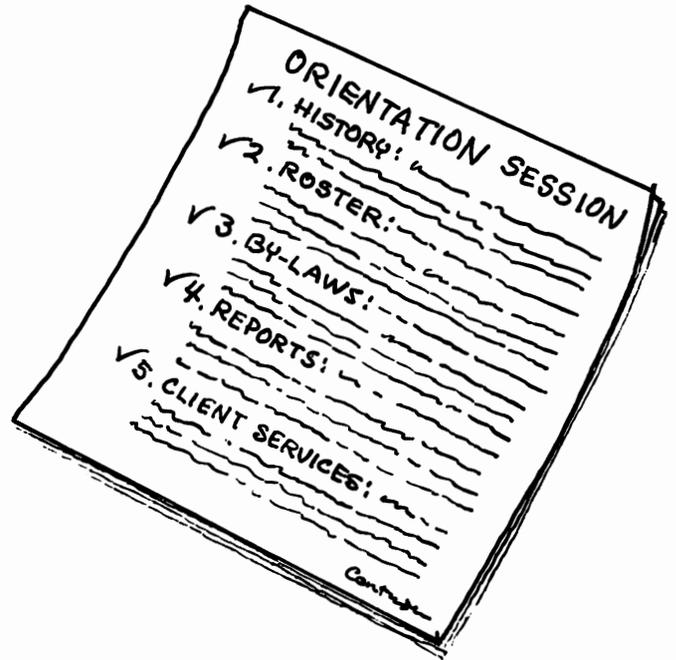
VOLUNTEER RECOGNITION TIPS

1. Put an article about a volunteer in the local newspaper, their college alumni publication, their business house organ or organizational newsletter.
2. Leave candy kisses at the volunteer work sites.
3. Give a pacifier to a volunteer who is worried.
4. Send handwritten holiday notes to people.
5. Ask a volunteer's minister to recognize them in church.
6. Offer 'Volunteer of the Month' awards.
7. Send 5¢ Valentines all year long.
8. Keep track of birthdays and send personalized cards.
9. Offer volunteers a chance to attend all agency training.
10. Hold a volunteer 'love-in' where volunteers bring in a loved one who helped them with a volunteer project.
11. Offer free meals to volunteers where cafeterias are part of the setting.
12. Name the coffee pot after a volunteer.
13. Present each new volunteer with their own coffee cup, monogrammed with their initials.
14. Provide clearly written and updated job descriptions for all volunteer jobs.
15. Create a bulletin board that features pictures and accomplishments of specific volunteers.
16. Send personalized "Thank you for sharing your loved one" notes to parents, spouse, children, grandparents, etc.
17. Invite skilled volunteers to train other volunteers.
18. Acquire special discount coupons from local movie houses, restaurants, etc.
19. Involve volunteers in the long-range planning for your agency.
20. Be nice.



ITEMS TO COVER IN A BOARD ORIENTATION

1. History of organization.
2. Synopsis of programs and client services.
3. List of board members and assignments.
4. List of board committees and purposes of each.
5. List of staff and assignments.
6. Copy of charter.
7. Copy of by-laws.
8. Copy of mission statement.
9. Copies of recent annual or quarterly reports.
10. Copies of publications.
11. Agency brochures.
12. Description of any official legislative positions.
13. Board minutes for past year.
14. Long range plan.
15. Goals and objectives for year.
16. Personnel policies and procedures.
17. Annual budget.
18. Annual audit statement.
19. Monthly financial statements for past year.
20. List of funding sources, amounts of funding from each source, and purpose and restrictions on funding.



HOW TO BE A POOR CHAIRPERSON

1. Come to the meeting unprepared. You're good enough to play catch-up.
2. Stifle participation from others: your job is to get your views adopted.
3. Forget the agenda.
4. Pay no attention to allocating time.
5. Allow no interruptions, either questions or comments, from other members of the committee.
6. Always make sure you get your own personal business accomplished first in the meeting.
7. Publicly berate other committee members. One must demonstrate strength.
8. Always remember your friends when making committee assignments.
9. Assume that the chair should get the credit for anything that happens.
10. Remember that you wouldn't be the chair if you weren't right all the time.



WAYS TO MAKE COMMITTEES WORK EFFECTIVELY

1. Make sure the committee has a real purpose for existence.
2. Make sure that everyone knows what that purpose is.
3. Have the right people on the committee.
4. Remove committee members who are not right for the committee or who do not participate.
5. Don't hold meetings without a clear reason.
6. Give advance notice of meetings.
7. Whenever possible, distribute materials in advance.
8. Encourage everyone to participate during the meeting.
9. Discourage members who monopolize the discussion.
10. Start and end meetings on time.
11. Schedule important items first on the agenda.
12. Allocate time for discussion according the importance of each issue.
13. Send members a summary of the meeting, keying on the decisions made and on the assignments given.
14. Don't have more than eight people on a committee.
15. Be specific about tasks and deadlines.
16. Don't discuss, re-discuss, and continue to discuss items.
17. Provide an agenda for each meeting.
18. Conclude each meeting with a summary of what is to be done by whom.
19. Double-check for agreement on important issues.
20. Don't allow unrelated discussions during meetings.
21. Make sure everyone gets credit for the accomplishments of the committee.
22. Utilize seating arrangements where everyone can interact.
23. Use namecards if attendees don't know each other.
24. Allow some social time following each meeting.

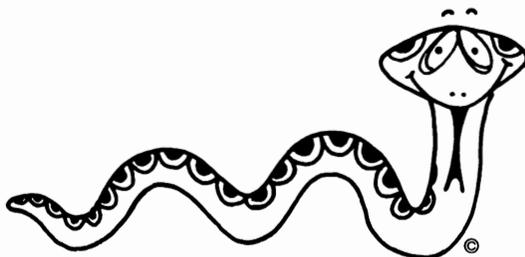
CHAPTER VI

VOLUNTEER/STAFF RELATIONS



REASONS FOR POOR VOLUNTEER/STAFF RELATIONS

1. Fear of job replacement.
2. Fear of decrease in quality of services.
3. Fear of superior volunteers.
4. Lack of staff involvement in planning volunteer usages and job designs.
5. Lack of involvement in recruiting, interviewing, acceptance of volunteers.
6. Absence of staff 'ownership' feeling for volunteer program.
7. Lack of understanding of volunteer roles.
8. Absence of clarity of staff role in supervision.
9. No previous supervisory experience with volunteers.
10. No previous supervisory experience period.
11. Previous bad experience with volunteers.
12. Lack of understanding of volunteer motivations.
13. Resentment of additional work load.
14. Lack of reward system for utilizing volunteers.
15. Unrealistic expectations regarding volunteers.
16. Personal antagonism toward particular volunteer.
17. Wrong volunteer placement/match.
18. Fear of loss of control of program.
19. Staff person is a jerk.
20. Volunteer is a jerk.
21. Fear of community examination.
22. Fear of change.
23. Feeling that volunteer program is an excuse for not solving real problems.



ANSWERS TO POOR VOLUNTEER/STAFF RELATIONS

1. Establish official policy on supplementing not supplanting job with volunteers.
2. Involve staff in provision of orientation and training; set up volunteer evaluation system under staff control.
3. Emphasize staff as 'managers', volunteers as their 'consultants.'
4. Involve them in job development; use "wish list" and "hate list".
5. Involve them: have staff given final acceptance right.
6. Involve in planning and in recognition of program success.
7. Orient staff as to mission of volunteer program, use of limitations of volunteers, staff roles, and volunteer 'do's' and 'don'ts'.
8. Clarify staff roles; who accepts volunteers, who gives orders, who evaluates, who corrects bad behavior, who can reward, who can fire.
9. Give brief personnel orientation; check back on a monthly basis—give them a copy of the book "Effective Management of Volunteer Programs." by Marlene Wilson.
10. Work with staff constantly. Start by referring your best volunteers to them. (Those experienced in "Followership.")
11. Re-assure on rights of replacement, termination of volunteers.
12. Educate. Ask them why *they* volunteer.
13. Show "What's in it for them." Minimize their paperwork. Explain ability to quality work, not quantity.
14. Recognize staff informally. Throw surprise party by volunteers for staff.
15. Re-assign one of the two. See section on "Dealing with Difficult People."
16. Apologize to staff and volunteer and re-assign the volunteer.
17. Involve in planning, ask advice, consult with before making changes.
18. Stop assigning them volunteers.
19. Assign them to the staff person in #18.
20. Show advantages of using volunteers to market to the community.
21. Give them a feel on control over the process. Let them slow to their pace.
22. Demonstrate the effectiveness of volunteers. Show them your successes.
23. Just because volunteers can't solve *all* of the problems is no reason for not using them to solve some of them.

ORIENTING STAFF TO VOLUNTEERS

1. Provide a history of the volunteer program.
2. Explain types of activities normally done and not done by volunteers.
3. Indicate support from top management.
4. Explain who volunteers are, and what their backgrounds are.
5. Explain what volunteers contribute to the organization.
6. Explain in depth the role of the staff in volunteer job design, recruitment, screening, acceptance, and supervision.
7. Give examples of staff who have benefited from use of volunteers.
8. Tell what to do about problem volunteers.
9. Tell what to do if you want more volunteers.
10. Clearly explain differences in coordinator and staff roles.
11. Clarify who supervises who about what.
12. Gives examples of what not to do with volunteers.
13. Tell how to recognize and reward good volunteers.
14. Explain what's in it for staff if volunteer program works.
15. Give suggestions on how to evaluate volunteer performance.
16. Erase any stereotypical images of volunteers.
17. Try to involve management, volunteers and other staff in performing the orientation.



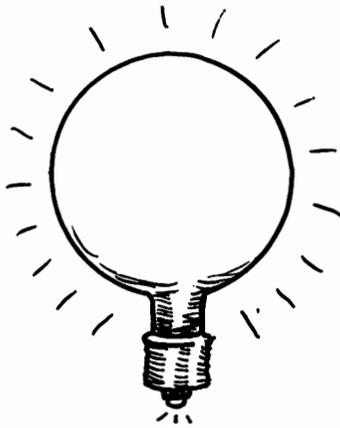
HOW TO GENERATE CONFLICT BETWEEN PAID STAFF AND VOLUNTEERS

1. Don't involve staff in the decisions as to if and how to utilize volunteers in the program. Everybody loves a surprise.
2. Don't plan in advance the job descriptions or support and supervision systems for the volunteers. These things will work themselves out if you just leave them alone.
3. Accept anyone who volunteers for a position, regardless of whether you think they are over-qualified or under-qualified. Quantity is everything.
4. Assume that anyone who volunteers can pick up whatever skills or knowledge they need as they go along. If you do insist on training volunteers, be sure not to include the staff with whom the volunteers will be working in the design of the training.
5. Assume that your staff already knows everything it needs about proper volunteer utilization. Why should they receive any better training than your volunteers.
6. Don't presume to recognize the contributions that volunteers make to the agency. After all, volunteers are simply too valuable for words.
7. Don't reward staff who work well with volunteers. They are only doing their job.
8. Don't let staff supervise the volunteers who work with them. As a volunteer coordinator, you should be sure to retain all authority over 'your' volunteers.
9. Try to suppress any problems that come to your attention. Listening only encourages complaints.
10. In case of disputes, operate on the principle that "The Staff is Always Right." Or operate on the principle of "My Volunteers, Right or Wrong." This is no time for compromise.



CHAPTER VII

MARKETING AND PUBLIC RELATIONS



HOW TO MARKET YOUR VOLUNTEER PROGRAM

1. Do a demographic study of your area—population, median age, income, work profiles, volunteering traditions, etc.
2. Assess current volunteer profile: age, education, income, length of services, skills, source, etc.
3. List other groups and agencies currently operating in the community in same area of services or that provide potential sources of volunteers.
4. Compile a listing of the names of the leaders of these groups.
5. What groups do your present volunteers already belong to?
6. What other organizations might already be marketing to these same groups?
7. What similar events, programs, services and products might be marketed by others?
8. What do you really need?
9. What do you really want?
10. Who has what or who you really want and need?
11. What could you offer in trade to get what you need/want?
12. What benefits can you offer volunteers for lending their support?
13. Who do you wish to 'target' in your marketing efforts? For what purpose: recruitment, fundraising, winning friends, etc.?
14. What promotion is best suited to your efforts: publicity, one on one recruitment, promotional event, etc.?
15. What 'markets' have what you need/want and what present contacts do you now have that are connected to that market?
16. Identify 'door openers' for your agency from this contact list.
17. Who is the right person in the market who can give you what you need?
18. What is the best approach in 'asking' your market to give you what you need?
19. Spell out what you want and what you can offer in return in your asking process. Figure out in advance where you are willing to negotiate or compromise.
20. Ask for specifics: \$100, 20 volunteers, endorsement for agency, etc.
21. Understand human motivations before 'asking'. Do not expect a 'yes' answer simply because your program will save the world.

PUBLIC RELATIONS AND PROMOTION IDEAS

1. Ask theaters for donated marque space to announce events, etc.
2. Utilize inserts and stuffers for utility bills, bank statements, etc.
3. Get banks to put announcements on the backs of deposit slips, statements, or envelopes.
4. Provide inserts for church bulletins.
5. Identify newsletter editors for local clubs or associations and provide them with promotional copy.
6. Ask newspapers to insert plugs you provide in their filler space.
7. Get papers to have a "Volunteer Help Wanted" column.
8. Provide handout flyers to all car washes in town. Ask them to give one to each customer.
9. Ask fast food stores and convenience shops to give you a counter display.
10. Ask movie theatres to show slides of your program before the feature film starts.
11. Give flyers to the Welcome Wagon for distribution.
12. Establish a speaker's bureau to talk to community groups.
13. Get realtors who manage vacant business properties to permit you to set up displays in store windows.
14. Get permission to string large banners across busy streets in the business section of town to promote an event.
15. Sponsor high school poster contests to focus on your event or your agency's services. Display the winners around town.



HOW TO RUN A LOCAL EVENT

1. Establish mission for the event. What do you want it to look like? Accomplish? What's the bottom line?
2. Set specific goals and objectives for the event. How many people? How much money? How much publicity? Try to be realistic.
3. Set timeline for the event by working backwards from the actual scheduled date of occurrence.
4. Diagram interactions needed to plan and carryout event.
5. Determine precisely who does what, when, to whom.
6. Set cost parameters: dollars, time, energy.
7. Set budget.
8. Write job designs.
9. Brainstorm possible recruits for each job. Make determination based on actual ability not ease of recruitment.
10. Diagram all jobs to make sure you're not missing anyone.
11. Combine job design chart and timeline into master planning chart.
12. Define program objectives for what happens during the event.
13. Recruit program leaders.
14. Put all program participant roles in *writing*.
15. Insure constant communication between key planning leaders.
16. Have face to face meetings.
17. Check all work against objectives and timeline.
18. Throw out work that does not support objectives.
19. Keep dream or mission in front of workers.
20. Recognize workers as the task progresses.
21. Allow time to correct disasters.
22. Keep things as simple as possible.

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23. Brainstorm possible 'glitches' and have Plan B ready in the wings.
 24. Don't assume anything.
 25. As event draws near, hold more face to face meetings.
 26. Establish at first meeting how and by whom event is to be evaluated.
 27. Hold evaluation session as soon after event as possible, but not on the same day.
 28. Send thanks to all who helped.
 29. Report results to all those involved.
 30. Document evaluation results for future use.

TIMELINE FOR SPECIAL EVENT PUBLICITY

1. **6-10 Weeks Prior to Event:** Mail invitations or announcement.
2. **4 Weeks Prior:** Start placement of public service announcements.
3. **3 Weeks Prior:** Place newspaper announcement of event.
4. **2 Weeks Prior:** Try to get news feature story about event or persons involved in event.
5. **1-2 Weeks Prior:** Get announcements in weekly and community newspapers.
6. **Day Before:** Finalize coverage arrangements for event itself. Arrange for volunteer escorts for press representatives.
7. **Week After:** Plant stories of results of event. Send thank yous for all press coverage.

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Nearly 1,000 ideas collected by 2 of Volunteerism's most respected leaders as they travel the world, training and talking to over 20,000 leaders in the field. This book is a collection of the best ideas from the brightest people who direct volunteer energies effectively!