

# How to Generate Conflict Between Paid Staff and Volunteers

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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 programs. 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. In case of disputes, operate on the principle that "The Staff is Always Right." Or, operate on the principle "My Volunteers, Right or Wrong." This is no time for compromise.
10. Try to suppress any problems that come to your attention. Listening only encourages complaints.