

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	i
LIST OF HOW-TO TABLES	vii
ICON LEGEND	viii
INTRODUCTION	1
1.0 Why A Book On Volunteer Coordination?	2
2.0 Best Practice	4
3.0 Leadership And Service Volunteers	5
4.0 Anticipating Resistance	5
5.0 Who Organizes Volunteer Efforts?	6
6.0 Pay Scale Is Irrelevant To The Application of Best Practices	7
7.0 Chapter Sequence	8
8.0 Just The Beginning	9
9.0 The Volunteer Involvement Cycle	9
10.0 Applying Best Practices In Your Volunteer Setting	13
11.0 A Matter Of International Standards	13
CHAPTER ONE: PRE-RECRUITMENT PLANNING	17
1.0 Introduction	17
2.0 Defining Philosophy And Goals	18
2.1 Philosophy Of Involvement	18
2.2 Goals Of Volunteer Involvement	18
2.3 A Note On Assessing Value	20
3.0 Preparing A Supportive Environment	23
4.0 Understanding Today's Volunteers	24
5.0 Other Trends Affecting Volunteer Involvement	28
6.0 Identifying Roles And Division Of Labour	30
6.1 Needs Assessment	31
6.2 Volunteer-Employee Teams	33
6.3 Volunteers And Unions	35
7.0 Building The Infrastructure To Support Volunteer Involvement	37
7.1 Developing A Budget	38
7.2 Allocating Time And Staff Resources	39
7.3 Supervisor Training	41
7.4 Systems Development	41
7.5 Policies And Procedures	43
8.0 The Action Plan	45

CHAPTER TWO: RISK MANAGEMENT	51
1.0 Introduction	51
2.0 Risk Management Assumptions	52
3.0 Rising Standards	53
4.0 The Aims Of Risk Management	54
5.0 Risk Management Is Not Difficult Or Mysterious	54
6.0 Risk Management Means Much More Than Buying Insurance	55
7.0 Using A Risk Management Model	56
8.0 Creating A Risk-Aware Culture	57
CHAPTER THREE: VOLUNTEER POSITION DESIGN	61
1.0 Introduction	61
2.0 Think Outside The Box	62
3.0 Volunteer Motivation	65
4.0 Position Descriptions	68
CHAPTER FOUR: RECRUITMENT	71
1.0 Introduction	71
2.0 Recruitment Planning	72
3.0 Recruitment Publicity	73
4.0 Publicize The Rewards	73
5.0 Link Message To Mission	74
6.0 Face-To-Face Is Still The Most Effective Method	74
7.0 Internal And Continuous Marketing	75
8.0 Other Recruitment Publicity Mechanisms	76
9.0 Value In Diversity	78
10.0 Emerging “Markets”	79
11.0 Immediate Response	81
CHAPTER FIVE: INITIAL SCREENING	85
1.0 Introduction	85
2.0 Human Rights Legislation	86
3.0 Determining Initial Screening Protocol	86
4.0 Available Initial Screening Tools	87
5.0 Documenting Screening	93
6.0 Assessing The Screening Information You Collect	94
7.0 Making The Decision	97
8.0 The Limitations Of Initial Screening	98
9.0 Up-Screening	99

CHAPTER SIX: PLACEMENT101

1.0 Introduction101

2.0 Mutual Benefit102

3.0 Flexibility103

4.0 Early Support Pays Off104

CHAPTER SEVEN: ORIENTATION107

1.0 Introduction107

2.0 Social Orientation107

3.0 Position Orientation108

4.0 System Orientation109

CHAPTER EIGHT: TRAINING113

1.0 Introduction113

2.0 Ongoing Training115

3.0 Keep Records On Your Training Activities116

4.0 Tips On Training Delivery118

**CHAPTER NINE:
SUPERVISION AND ONGOING PLACEMENT SUPPORT** .125

1.0 Introduction125

2.0 Designated Supervisor125

3.0 Supporting Volunteers126

4.0 Empowering Volunteers127

5.0 Boundaries129

 5.1 Position-Related Boundaries129

 5.2 Relationship-Related Boundaries131

6.0 Boundary “Tests”133

7.0 Volunteer Retention134

8.0 Distance Supervision137

9.0 On Achieving Balance139

CHAPTER TEN: RECOGNITION141

1.0 Introduction: The Principles Of Volunteer Recognition141

CHAPTER ELEVEN: PERFORMANCE EVALUATION147

1.0 Introduction: The Basis For Performance Evaluation147

2.0 Principles Of Volunteer Performance Evaluation148

3.0 Follow-Through150

CHAPTER TWELVE: CORRECTIVE ACTION151

1.0 Introduction151

2.0 The Right And The Obligation To Act153

3.0 The Legalities Of Corrective Action154

4.0 The Importance Of Policies154

5.0 Grounds For Corrective Action155

6.0 Emphasis On Success158

7.0 Documenting Corrective Action158

CONCLUDING COMMENTS161

REFERENCES AND ADDITIONAL RESOURCES163

APPENDIX167

List of How-To Tables

Identify Goals Of Volunteer Involvement	19
Use Identified Volunteer Involvement Goals	19
Conduct A Needs Assessment	32
Craft The Division Of Labour Between Employees And Volunteers ..	35
Develop Policy On Volunteer Involvement During Strikes	37
Budget Time In Volunteer Program Development	40
Develop Systems To Support Volunteer Involvement	42
Develop Policies	45
The Four Ps of Risk Elimination	56
Create A Risk-Aware Culture In Your Organization	57
Design Attractive Volunteer Positions	64
Plan The Recruitment Campaign	72
Publicize Recruitment Needs	77
Prepare For Diversity	79
Enhance Recruitment Success	82
Say “No”	98
Link Volunteer Motivation With Organizational Needs	103
Develop A Social Orientation For New Recruits	108
Develop A Position Orientation For New Recruits	109
Develop A System Orientation For New Recruits	110
Design Volunteer Training	117
Structure A Volunteer Training Session	118
Deliver Effective Training	121
Enhance The Effectiveness Of Volunteer Supervision	128
Identify Boundaries Around Volunteer Positions	130
Define “Appropriateness” In Volunteer Relationships	131
Define Boundaries	133
Give Recognition	144
Evaluate Volunteer Performance	149