

INSTRUCTIONS FOR

Survey: Assessing Staff Commitment to Partner with Volunteers

Purpose:

This is a self-assessment tool, based on *Coaching for Commitment: Interpersonal Strategies for Obtaining Superior Performance* by Dennis C. Kinlaw (Kinlaw, 1999), to identify potential reasons for staff resistance to engaging volunteers.

Discussion Ideas:

- Note that the grid has four sections: clarity, competency, influence, and appreciation. Discuss how these are the cornerstones of building commitment.
- Talk about any surprises in the collective responses.
- Spend time on those items that most respondents checked as “no” or “partially,” as these are most likely the root of any staff resistance.
- Discuss how the issues identified can be improved or changed.
- Consider how such changes would increase staff commitment to volunteer engagement.
- Discuss methods to address the identified issues and assign action steps to appropriate staff (including executives) to diminish negative issues raised.

Process:

Option 1

- Ask paid staff, including yourself and other top managers, to fill out this form based on their personal perspective, and return it to you by a set date.
- Tally the responses without identifying anyone individually.
- Then call a meeting, give out the summary of responses, and discuss (see below). (Large organizations can conduct the survey and discussions with staff in each unit or department.)

Option 2

If you believe that staff will feel safe in discussing their concerns and problems publicly:

- Convene staff, including yourself and other top managers, and give people time to fill out this form individually.
- Then discuss their responses as a group.

Option 3

If you believe that staff will resist discussing their concerns and problems publicly:

- Convene staff, including yourself and other top managers, and give people time to fill out this form individually.
- Collect and redistribute the forms so that no one knows whose form they have. By calling out the responses, tally them as a group.
- Then discuss the aggregate results.



SURVEY

Assessing Staff Commitment to Partner with Volunteers

Clarity	Yes	Partially	No	Need to Learn More
1. Do you understand what is expected of you concerning the supervision of volunteers in our organization?				
2. Are your responsibilities concerning volunteers outlined in your job description?				
3. Were you told the purpose and philosophy of volunteer involvement at staff orientation or another appropriate time?				
4. Are you evaluated on how effective you are in working with volunteers in your performance appraisals and consideration for promotion?				
Competence/Support				
1. Do you have experience being a volunteer and/or partnering with volunteers elsewhere that you can apply to working with volunteers here?				
2. Do you understand basic theories and the skills of volunteer supervision?				
3. Do you have the necessary skills to partner successfully with volunteers?				
4. Is training in volunteer supervision currently available to you?				
5. Do you have enough time to support volunteers in their work?				
6. Do you have whatever space, supplies, materials, or resources needed for volunteers to do the work in your unit?				

(continued)



Assessing Staff Commitment to Partner with Volunteers
(continued)

Influence	Yes	Partially	No	Need to Learn More
1. Have you been involved in planning of the volunteer opportunities offered?				
2. Do you have final say in the selection of volunteers who will report to you?				
3. Is there encouragement for innovation and creativity in implementing volunteer activities?				
4. Are you asked for feedback on volunteer performance and projects as they evolve?				
5. Are you involved in evaluating volunteer work?				
Appreciation				
1. Are you formally recognized for outstanding work with volunteers?				
2. Are you informally recognized for your ongoing support of volunteers and the volunteer office?				
3. When volunteers are recognized, are staff partners also acknowledged?				