

Table of Contents

Chapter One

An Overview of Volunteering 1

- On Volunteers and Volunteering
- An Overview of Volunteer Activity
- Reasons for Volunteering
- Understanding Volunteer Motivations
- Changing Styles of Volunteer Involvement
- Implications of Changing Styles and Types of Volunteers
- Some Trends in Volunteer Involvement
- Styles of Volunteer Program Management
- The Role of the Volunteer Program Manager
- The Geometry of Volunteer Involvement

Chapter Two

Planning a High-Impact Volunteer Program 27

- Creating a Mission
- Strategic Involvement of Volunteers
- Creating a Vision for Volunteer Involvement
- A Case Study of Creating a Vision for Volunteers
- Making a Vision about Volunteer Involvement a Reality

Chapter Three

Organizing a Volunteer Program 41

- Getting Things Started
- Fitting Together the Puzzle
- Determining the Rationale behind Your Program
- Potential Rationales
- Reaching Agreement on a Rationale
- Staff Involvement in Program Design
- Surveying Staff Attitudes
- Top Management Support
- Organizational Climate
- Policies and Procedures
- Program Evaluation
- Possible Elements Within a Volunteer Program
- Assessing Your Plan

Chapter Four

Creating Motivating Volunteer Positions 51

- Consulting with Staff about Volunteer Positions
- The Circle of Staff Needs
- Designing Volunteer Positions for Results
- Volunteer Position Descriptions
- An Example of a Position Description
- Negotiating and Updating
- Growth and Variety

Chapter Five

Recruiting the Right Volunteers 63

- Meeting the Needs of Potential Volunteers
- Planning a Volunteer Recruitment Campaign
- Warm Body Recruitment
- Targeted Recruitment
- Concentric Circles Recruitment
- Ambient Recruitment
- Brokered Volunteer Recruitment
- Recruiting for Difficult Situations
- Recruiting for Diversity
- Utilizing Alternate Positions Designs for Recruitment
- Utilizing Events to Recruit Volunteers
- Identifying Potential Recruitment Appeals
- Putting Your Recruitment Message into Words
- Persuasive Techniques in Delivering Recruitment Appeals
- Beginning Your Recruitment Efforts
- Providing a Responsive Recruitment Process
- The Lasting Nature of Recruitment
- From Recruitment to Partner Engagement

Chapter Six

Matching Volunteers to Work 101

- Purposes of Volunteer Interviewing
- Basic Volunteer Interviewing
- Matching Volunteers to Work
- Advanced Volunteer Interviewing
- Other Interviewing Considerations
- Rejecting Potential Volunteers
- Liability Concerns in Screening
- Involving Staff in Volunteer Interviewing
- Answering the Unasked Questions of Volunteers
- Contracting
- Streamlining the Intake and Matching Process
- Final Thoughts

Chapter Seven

Preparing Volunteers for Success

117

- Orientation
- The Importance of Orientation
- Formal Training
- Training in Job Functions
- Training in Roles & Responsibilities
- Coaching
- Counseling
- Establishing a Mentor System for New Volunteers
- Training as a Volunteer Benefit

Chapter Eight

Supervising Volunteers for Maximum Performance

127

- Being a Manager of Others
- Creating a Motivating Environment
- Levels of Control
- Climbing the Control Ladder
- Establishing Checkpoints
- A Case Study in Exercising Control
- Managing by Asking Empowering Questions
- Effective Delegation
- Maintaining Communication
- Controlling by Principles
- Creating Values for the Volunteer Program
- Establishing Policies
- Reinforcing Principles
- Setting Standards for Good Performance
- Moving from Colleague Volunteer to Manager or Paid Staff

Chapter Nine

Supervising the Invisible Volunteer

147

- Dealing with Separation
- Creating a Sense of Connecting
- Maintaining Communication Linkages
- Using a Newsletter to Foster Communications
- Exerting Supervisory Control
- Setting Up Control Limits on Long Distance Volunteers
- Dealing with Non-Entrepreneurial Volunteers

Chapter Ten

Special Supervisory Situations

155

- The Assigned Volunteer
- The Floating Volunteer
- Volunteers on Advisory Committees
- Youth Volunteers
- Groups of Volunteers
- Event-based Volunteers
- Senior Volunteers
- Staff as Volunteers
- Legal Restrictions on Staff Volunteering
- Management Aspects of Staff Volunteer Involvement
- Creating a System to Involve Staff as Volunteers
- Transitional Volunteers
- Volunteers from the Workplace
- Alternative Sentencing Volunteers
- Stipended Volunteers
- Drop-In Volunteers
- Government Benefit Volunteers
- Management Volunteers
- Family Volunteers

Chapter Eleven

Keeping Volunteers on Track

185

- Providing On-going Evaluation and Feedback
- Analyzing Problem Behavior Situations
- Taking Positive Corrective Action
- Not Becoming Part of the Problem Yourself
- Why Good Volunteers May Choose to Do Bad Things
- Why Good Volunteers Will Intentionally Break Rules
- Keeping Highly Motivated Volunteers on Track
- Releasing a Volunteer from Service
- When the Volunteer is Not at Fault
- Learning from Mistakes

Chapter Twelve

Ensuring that Volunteers Feel Appreciated

209

- A Look at Volunteer Motivation
- Retaining Volunteers
- Critical Incidents Points in the Volunteer Life Cycle
- Recognizing Volunteers
- If All Else Fails, Do Things Correctly
- From Retention to Serial Involvement

Chapter Thirteen

Building Volunteer and Staff Relationships **229**

- Thinking about Volunteering from the Staff's Perspective
- Changes in Volunteer Involvement Patterns
- New Roles for the Volunteer Program Manager
- Dealing with Staff Concerns
- Using Questions to Help Staff Solve Problems
- Dealing with Staff Resistance
- Using Your Own Credibility to get Staff Involved
- Creating a System of Good Volunteer-Staff Relations
- The Issue of Volunteers Replacing Paid Jobs
- Creating Senior Management Support
- Key Points

Chapter Fourteen

Risk Management **253**

- A Brief Look at Volunteer Program Liability
- Overview of Risk Management
- Applying Risk Management to Volunteer Management
- A Case Study of Managing Risk
- Screening and Background Checks of Volunteers
- The Bottom Line

Chapter Fifteen

Measuring Volunteer Program Effectiveness **265**

- Mission-based Evaluation
- Output-based Evaluation
- Customer-based Evaluation
- Standards-based Evaluation
- Outcome-based Evaluation

Chapter Sixteen

Enhancing the Status of the Volunteer Program **277**

- Ensuring Respect for Volunteers
- Making the Case for the Volunteer Program
- Playing a Personal Leadership Role and Wielding Power
- The Language of Leadership
- Being Proactive
- Building Your Own Success

Chapter Seventeen

Special Topics in Volunteer Management 291

- Involving Pro Bono/Highly Skilled Volunteers
- Utilizing Volunteering to Improve Employability
- Dealing with the Decliner Volunteer
- Using the Internet in Volunteer Management
- Ethical Issues in Managing Volunteers
- Resolving Ethical Conflict Situations

Chapter Eighteen

Some Final Suggestions 317

- Finding an Overall Approach
- The Geometry of Volunteer Involvement
- Positioning Yourself for the Future
- Get Connected
- Get Used to Change
- Starting Work as a Volunteer Program Manager

Appendix One

Further Reading 325

Appendix Two

Internet Resources 343

Appendix Three

Sample Forms and Worksheets 351

Appendix Four

Sample Volunteer Management Policies 397

Appendix Five

**Sample Organizational Policies
Related to the Volunteer Program 409**

Appendix Six

McCurley's Rules of Volunteer Engagement 415

About the Authors 417

About the Publisher 419