



A Guide to Managing Successful Volunteer Programs

Prepared by the Serve Illinois Commission,
in partnership with:





Dear Volunteer Leader,

The Serve Illinois Commission on Volunteerism and Community Service (“Serve Illinois Commission”) is a 35-member, bi-partisan board appointed by the Governor. Its enabling legislation (PA91-798, 20 ILCS 710) charges the Commission to promote and support community service in public and private agencies to meet the needs of Illinois citizens, to stimulate new volunteerism and community service initiatives and partnerships, and to serve as a resource and advocate for community service agencies, volunteers, and programs which utilize volunteers. The Serve Illinois Commission, together with the Volunteer Centers of Illinois and the Illinois Institute of Rural Affairs at Western Illinois University, has recently updated this guide (originally published in 2000) to assist volunteer managers across the state. We hope this manual provides practical assistance in structuring and improving your organization’s volunteer programming.

The Serve Illinois Commission seeks to be a resource for volunteer professionals and programs such as yours. We encourage you to visit our website at www.Serve.Illinois.gov to find resources such as this guidebook, helpful links, and information about Commission programs and initiatives. Please feel free to contact us at 1-800-592-9896 (voice), 1-888-261-2713 (TTY) or via email to DHS.ServeIllinois@Illinois.gov with any additional questions or to get involved.

On behalf of the Commission, thank you for your interest in effective volunteer program management. Volunteer managers serve a powerful role in bringing people together to help solve the problems our communities face every day. Together, we can strengthen our great state and build stronger communities through service. Thank you for your commitment to volunteer service.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard Lathan". The signature is fluid and cursive, with a large initial "H" and "L".

Howard Lathan, Chair
Serve Illinois Commission on Volunteerism and Community Service

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We make a living by what we get, but we make a life by what we give.
~Winston Churchill

INTRODUCTION

Throughout Illinois, volunteers are building and improving communities by meeting a variety of needs. With increasing demand and heightened awareness of the value of volunteers, organizations rely on professional staff to manage this great resource of people. Illinois is rich with numerous organizations that promote, support and further the goal of volunteerism, many of which collaborate with the Serve Illinois Commission on Volunteerism and Community Service. Volunteer managers can rely on these resources to gain information, technical support and other support. These organizations include American Red Cross, civic service organizations (Rotary, Kiwanis, Lions, etc.), Chambers of Commerce and Industry, colleges & universities (public & private), corporate/employee volunteer programs, National Service programs such as AmeriCorps, RSVP and VISTA, Points of Light Institute & Hands On Network affiliates, state & local government (Mayors Offices, Community Development), local United Ways, University of Illinois Extension and 4-H programs, Volunteer Centers of Illinois, and many other community-based voluntary agencies.

This Guide to Managing Successful Volunteer Programs will provide you with an overview of the elements of good volunteer program management. It includes chapters on planning and organizing a volunteer program, creating your vision and mission as well as policies and procedures; creating volunteer position descriptions; recruitment; screening, interviewing and placement; orientation and training; supervision; evaluation; recognition and retention.

In volunteer management, each chapter connects to the whole concept of volunteer management. As you read the manual, you will see why retention is directly related to the development of a solid volunteer position description, volunteer interview, screening and placement; how supervision is connected to volunteer program evaluation; or how a volunteer's purpose is closely tied to the overall mission and vision of the organization. Each aspect of managing a volunteer program is essential. Without one piece, the others lose their effectiveness. So reading each chapter is crucial to understanding the entire theory of volunteer management.

An extensive resource list has been included as well on Appendices Two and Three. Consult them for helpful resources such as essential websites, books, organizations and a list of annual conferences where professionals can network and participate in workshops on volunteer management.

For more information, contact the Serve Illinois Commission at:
535 W. Jefferson, 3rd Floor
Springfield, Illinois
1-800-592-9896
www.serve.illinois.gov

“Our nation will succeed or fail to the degree that all of us – citizens and businesses alike – are active participants in building strong, sustainable and enriching communities.”
Arnold Hiatt, President, The Stride Rite Foundation

I. PLANNING FOR THE VOLUNTEER PROGRAM: **VISION/MISSION/POLICIES & PROCEDURES**

Too often, a volunteer program begins with the plan of finding volunteers to get a job done, followed by recruitment of volunteers. Actually, position development and recruitment are the third and fourth steps in the process. To start with recruitment may net initial rewards, but ultimately will stymie the agency’s goals and the hope of a long-term, well-integrated volunteer program that can fill many needs within the organization.

Instead, begin by planning and organizing, developing a climate of agency receptivity and creating a vision and mission for the program. Next, develop policies and procedures to reduce risk, ensure smooth systems and clear organization. Finally, identify what roles volunteers will play in the organization through the creation of position descriptions. When these steps are complete, recruitment can begin.

For a volunteer program to be successful, it must be a partnership between the paid and unpaid staff. Paid staff must see the volunteers as helping them meet their goals and must feel rewarded for supervising and involving volunteers. Involve staff in creating, then articulating, the purpose of the volunteer program, its vision and mission.

Ask staff members why volunteers are needed or wanted? What value would be added by developing a volunteer program? What benefits – to the clients/public, agency, or community – would result from a successful volunteer program? How could volunteers expand services and help staff? What could the agency as a whole accomplish if it had a volunteer corps?

The reasons for developing a volunteer program may be many and multi-faceted. Some typical answers include: expanding resources by gaining practical assistance with specific, needed jobs; utilizing skills that staff don’t and won’t have; enhancing public relations by developing community emissaries; creating support for clients that is non-threatening; building external support for the cause and invigorating paid staff.

Once volunteer program managers, other staff and their bosses understand why they want volunteers, they are ready to begin creating a vision and mission for the volunteer program. It should mirror the organization. The process should include staff, directors and board members.

Creating vision and mission is not fluff. How else will staff, board and volunteers understand the purpose of volunteerism at the agency and the value added by a volunteer program? What else could be better utilized to motivate and inspire staff and volunteers?

There are many differing opinions, and no right answer, as to what vision and mission statements are and how they should read. Most agree that the vision should encompass the future ideal. Some believe it should be a detailed picture. Others say it is a short, meaningful, easily

remembered statement. In either case, it should tell of the better world created after the agency and volunteer program accomplish their goals.

There is similar disagreement on the format and purpose of the mission. Some say a mission should state the ultimate goal of the agency or volunteer program. For example, the mission is to wipe out illiteracy or hunger. Others say that is the role of the vision while the mission statement describes the business of the agency or volunteer program and how it will achieve the vision. Volunteer program managers should look at their organization's vision and mission and create similarly styled statements for their programs.

After the vision and mission are developed, the structure of the program must be decided. There are three basic structures for a volunteer program: centralized, decentralized and combination. The centralized program often occurs in smaller agencies where staff support is highly limited. In this design, volunteer coordinators, directors or program managers directly train and supervise the volunteers as well as screen them and provide recognition and retention strategies. This structure is appealing to many program managers who want direct contact with and control over volunteers.

The centralized model can, however, be limiting. One person can effectively supervise only a limited number of volunteers during a limited number of hours. So the centralized system works better for event-oriented volunteer programs, small programs in which the services occur only during certain hours or programs that don't need on-site, ongoing supervision.

A decentralized program requires agency staff to train and supervise volunteers. The volunteer program manager still screens and orients, handles issues, conflict resolution and new program development, but acts more as a human resource generalist, leaving the "experts" – program staff working in a particular area – to supervise.

This system allows for endless expansion of the volunteer program if there are staff members willing to train and supervise volunteers. It should provide better training for volunteers, which reduces risk. For the volunteer program manager, the challenge then becomes working with staff, helping them become effective supervisors by educating them on volunteer issues and motivation. Volunteer program managers also lose control in this structure as they are reliant on good supervision to maintain a quality volunteer program.

Once the structure is created, it's time to create policies and procedures. Policies can reduce risk, ensure smooth systems and clear organization. They steer the program, reflect the agency's values and are the guiding principles and parameters that influence action. While having too many policies is ineffective, making the program feel over-regulated, too few will make the program vulnerable with important issues left unaddressed.

Policies are fluid documents that should be reviewed annually and revised when necessary. The volunteer program policies should be specific and mirror the organization-wide and human resources policies. For example, if the agency has a confidentiality policy, the volunteer program should too and it should mimic the organization as a whole. Some typical areas for policy development include, but are not limited to:

- Liability issues and insurance
- Confidentiality
- Probation period
- Reasons for termination or discipline
- Grievance procedures
- Equal employment/non-discrimination
- Benefits
- Timesheets/sign-in
- Notification of absence
- Dress code
- Criminal background check
- Screening process
- Training and orientation requirements
- Evaluation/Assessment
- Visitors
- Use of equipment

*“No one is useless in this world who lightens the burden of it for someone else.”
Benjamin Franklin*

III. CREATING VOLUNTEER JOBS and POSITION DESCRIPTIONS

Volunteers have limited time for service and too many demands on free time, due to an ever faster pace in our society.

In order to recruit and retain valuable volunteers, volunteer program managers must design interesting and rewarding positions that utilize skills and interests. To be meaningful, these assignments must meet the needs of the organization, but contain the added element of meeting the needs of the volunteer who is spending his or her free time working without financial recompense.

Developing jobs people want to do is one of the most important aspects of volunteer program management. Let's face it. Volunteers are not being paid. Their motivation is fundamentally different than paid staff. They have many options for their free time. The only reason they will continue to volunteer is if they are doing something they want to do and that they feel is needed.

The job of the volunteer program manager is to educate staff as to the type of volunteer positions they can realistically fill. For example, staff's greatest need might be daily filing of reports, but it can be a tough sell to volunteers, if they feel they can make a more meaningful contribution. If the volunteer program manager understands staff needs and can work with staff to help them better understand the needs of the volunteer, the organization reaps huge benefits.

Whether your program is centralized or decentralized, the first step in creating productive, important volunteer positions is finding out what staff perceives are its volunteer needs. No volunteer job is meaningful if it is not needed. While these meetings will probably be a process of relationship- and trust-building as well as discerning each other's needs, they could have the added benefit of minimizing those dreaded requests for a full-time volunteer receptionist or file clerk from staff who just don't understand the volunteer dynamic.

Meetings with staff will enhance your knowledge of the different departments and will, ultimately, help with matching and placement during the screening process. It's also a chance to market the volunteer program internally to staff who may not know the breadth of possibilities volunteer assistance may offer.

Sometimes, the job development process occurs in reverse. Volunteer candidates approach a program with specific interests, talents or experiences they want to use, but no existing volunteer job fits. With a network of staff contacts and a good working knowledge of the organization, a volunteer program manager can determine -- through talking with staff -- if there are unmet needs the candidate can fill.

In either scenario, a written job description or training checklist is a must in a well-run volunteer program. It will lay out the parameters of the work to be done and the expectations of the

program and supervisor. It can serve as a marketing and screening tool, and because it spells out exactly what a volunteer should do in an assignment, it is a basis for supervision and evaluation.

Don't develop these tools in isolation. In a decentralized program, job descriptions must be developed primarily by the paid staff that train and supervise volunteers. They know the specifics of what they want done. The volunteer program manager should assist, ensuring the tasks and training are reasonable and cover all liability. In a centralized system, discussion with staff who will work with or near the volunteer and their feedback will be helpful.

Volunteer job descriptions should include these essential elements:

- Job title
- Supervisor's Title, department and description of department, email, address and phone
- Purpose of the assignment and its connection to organization's mission
- Description of position
- Responsibilities/Duties of volunteer
- Qualifications (if any are required or desired)
- Training and other requirements, such as criminal background checks, confidentiality or health assessments
- Timeframe or Commitment
- Benefits

Some programs use a training checklist instead of a job description, which combines the position description with a checklist of all items in which the volunteer should be trained. When completed both the volunteer and the trainer sign the document and it is kept in the volunteer's personnel file. This provides the volunteer with a clear conception of what the assignment entails and documents training. The volunteer can also sign and date a copy of the job description, stating they have understood its contents, and that can be placed in the volunteer's file.

“I shall pass through this world but once. Any good, therefore, that I can do or any kindness that I can show to any human being, let me do it now. Let me not defer or neglect it, for I shall not pass this way again.”

Mahatma Gandhi

III. RECRUITMENT

While the concept of recruitment is intimidating to many, it is simply finding people who want to do the volunteer jobs the agency needs done. It is not convincing people to volunteer in jobs that don't interest them. As with so many other aspects of volunteer management, **matching jobs with people is the key element**. Good recruitment means piquing the interest of potential volunteers by the possibility of a volunteer job that matches their interests and experiences.

Position design and descriptions, then, are a required prequel to recruitment. Knowing why volunteers are needed, how many and what type of person would be a good match, and, of course, ensuring the positions are interesting and meaningful, is essential. Otherwise, recruitment is ultimately doomed to failure.

Part of the strategic planning process for recruitment is knowing the agency and its perception in the community, learning what barriers there might be to volunteering with your agency and, conversely, why people might want to volunteer with your agency. For example, there might be much interest in the community for a program that tutors youth, but if the tutoring site is not near public transportation or in a dangerous neighborhood it will be more difficult to recruit volunteers. If the organization can eliminate these barriers by transporting volunteers to the site, developing off-site work in a safer neighborhood or making other arrangements to ensure safety, recruitment would be easier.

Another area that can trip up volunteer program managers is over-recruitment. Finding too few volunteers to meet needs is undesirable, but too many can cause difficulties as well. While a waiting list can hold some community cachet, it can also affect your public image. Volunteers may wonder why you are asking for help when you don't have enough openings to accommodate them, and this can cause resentment. Targeted recruitment (described below) is the best strategy for a volunteer assignment with limited openings.

As in the rest of life, honesty is the best policy. In your recruitment materials and presentations, tell people exactly how many people you need, what the requirements, criteria and screening process are. Tell people what they will and will NOT be able to do as volunteers. If people come away from a recruitment presentation thinking they will be able to “counsel troubled youth,” but in reality only licensed social workers do counseling, volunteers will be disappointed and angry with the false advertising. Unhappy volunteers won't stick around.

Taking the time to design a recruitment campaign, then, is essential. Brainstorming the barriers and possibilities with staff, current volunteers and program staff, creating fulfilling jobs that are important to the organization, knowing staff's needs and understanding that you are not trying to convince someone to volunteer at your agency. You are giving people a gift: the chance to do something they really want to do.

There are two basic recruitment strategies: the targeted and non-targeted methods. Non-targeted recruitment is a mass appeal for any type of person who is available, and is generally most effective for jobs that require little skill, such as special events, house painting or park clean-up. Most volunteer programs need a more sophisticated approach that involves recruiting people who have a specific interest in the work of the agency and have the skills to perform a specific job needed by the agency. This is called targeted recruitment.

Non-Targeted Recruitment

To design an effective non-targeted recruitment campaign, consider utilizing these recruitment methods:

- Most importantly, ask people to volunteer. Surveys show most people don't volunteer because no one asked them.
- Create your message.
- Place a newspaper ad.
- Do a public service announcement.
- Get media coverage of your volunteers or volunteer program.
- Post flyers with a general message to distribute at supermarkets, senior centers or schools.
- Put requests in church bulletins, company or organizational newsletters.
- Speak at community organizations or volunteer fairs.
- Contact college or university departments about internship programs.
- Utilize word-of-mouth with current volunteers, staff or board members.
- Register with any on-line volunteer databases, local volunteer centers, corporate volunteer councils, Junior League, Executive Service Corps or school community service programs.

Targeted Recruitment

To design an effective targeted recruitment campaign, these are important questions to answer:

- Who might want to do the job and have the skills?
- What is their age and income range, sex, or personal situation?
- Where do they live, work, shop, play or socialize?
- Why would someone like this want to volunteer? Understanding motivation is key to developing an effective message. What message would reach your target audience? What is the best method for reaching them?
- How would such a person benefit from doing the job? What would be the most effective method of communication?
- What kind of message will inspire them? Why is this job important? What kind of impact can they make?

An example of a targeted recruitment campaign: A children's hospital planned to start an evening parenting program at a pediatric primary care clinic in a highly diverse, urban neighborhood. Parent participants would be from the neighborhood, and staff wanted volunteers to work with the children while their parents were in class.

After much discussion with staff on the type of volunteer needed, why people might volunteer in this program and the benefits that could be offered them, it was clear the volunteers should reflect participants in diversity and have strong interests in children and parenting issues. Child development students at a city college in the clinic neighborhood were targeted. The student body was highly diverse and motivated. Many were non-traditional, older students who had jobs, children and school, so were quite busy. But they were interested in good field work and training. The program supervisors would have to ensure the volunteers received a good educational experience. That would be the perk or benefit.

The strategy included meeting with faculty in the child development department and recruiting from their classes. Professors were thrilled with the possibility of their students getting good training and “hands-on” experience with professionals. The recruitment talks emphasized the training and vocational benefits to the students, the location near the college and the idea of helping the neighborhood. Many students signed up for screening interviews and all volunteer spots were easily filled.

While this was a highly successful targeted recruitment campaign, don’t think the story ends there. Additional recruitment was needed for the next parenting class because some of the original volunteers had conflicts or graduated. For most programs, recruitment doesn’t end. Just when you think all positions are filled, someone may leave. Recruitment, then, is an ongoing creative endeavor of figuring out where and how to recruit the right people to match the need.

*“When you cease to make a contribution, you begin to die.”
Eleanor Roosevelt*

IV. SCREENING/INTERVIEWING/PLACEMENT

The screening of new volunteer applicants is the most crucial area of volunteer management. Going from volunteer candidate to actual volunteer means becoming an integral link in your organization, who will interact with clients (many of whom are from vulnerable populations), and/or the public and most certainly paid staff.

Screening is multi-faceted and can include a variety of tools such as the application, criminal background check, reference checks, health assessment (required in many health care organizations) and interviews. Each agency will have its own requirements that the volunteer program manager creates and these may vary according to the type of organization or volunteer job to be filled.

Screening implies that we rid ourselves of the notion that a warm body, ANY warm body, can do any volunteer job that might be available. This may mean a complete change of mindset for some managers. In practice, it means that volunteer program managers must be willing to forgo the first volunteer who walks through the door if he or she isn't the right match for the job or the agency. Sometimes it means turning people away or redirecting them to other positions or agencies, which may be better-suited for their particular skill or interest.

Screening generally begins at the first point of contact with an individual. Often this screening is on the phone when a potential candidate calls to inquire about volunteering with the agency. Phone screening can be particularly effective in redirecting those who can't meet the basic program or volunteer job requirements and it can also give an excellent first impression of the candidate. The decision is then made whether to move on to the next step, be that scheduling an individual interview, screening orientation, or simply sending out additional information.

The interviewer, be they volunteer program manager or director, is the firewall between the outside world and the internal world of clients, patients or the public. It is the interviewer's responsibility to ensure that people coming into the agency as volunteers are a good fit with the organization, and that they are well-matched with a suitable volunteer job that meets their interests and experiences as well as the agency's needs. If candidates are not a fit with the organization and the job, innumerable difficulties may arise, not the least of which could be retention problems among the volunteer corps. A legal but probing interview and appropriate background checks can bring your agency's incident rate down to zero, reduce recruiting by increasing retention and produce a truly effective volunteer staff.

The purpose of the interview is to get to know the volunteer candidate and their motivations for coming to your organization. Knowing the volunteer's real motives will help you make the right match for them with your agency or redirect them to an organization more appropriate to their interests.

Some elements of a good interview include:

- Establish rapport with the candidate. If you can quickly make the candidate feel comfortable and at ease they may be more likely to tell you all you want to know.
- Listen carefully. One of the most common mistakes novice interviewers make is to talk too much -- about the agency, the volunteer program or job, even themselves. Make sure you listen more than you talk. And don't worry about those awkward silences; the candidate always fills them with useful information.
- Ask open-ended questions that will give you specific information about past experiences and future needs, such as those below. These questions could lead the interviewee to reveal information about work, college, friends, or family that can't be asked about directly:

- Why did you decide to call us?
- What interests you about volunteering with us?
- What experience do you have (with this population, in this setting, etc)?
- Have you volunteered before? Where and what was the experience like?

- Watch for red flag warnings. Every agency's red flags are different, but many worry about boundary issues, unrealistic expectations, and a lack of real commitment or interest.
- Try to determine the candidate's motivations and real interest in volunteering with you. Are they resolving their own issues, looking for affiliation with your organization, interested in vocational experience? The well-phrased question can unlock all these answers.
- Gain a sense of the candidate's temperament and level of patience. This determination is crucial in finding the right match.
- Find out what kind of training the applicant might need to perform available jobs.
- Determine capabilities of the candidate (physically or emotionally), particularly if the volunteer will be working with a vulnerable population.
- Make sure the volunteer understands the requirements and limitations of the job.
- Evaluate special needs of the volunteer applicant may have regarding such issues as disabilities, childcare, a time of the year or day he or she can't work, so that both of you have clear expectations.
- Talk about potential matches for the volunteer.

By the end of the interview, a clear picture of the candidate and their suitability for the agency should have emerged. If not, invite them back for a second interview. Do not accept anyone unless you feel comfortable working with them. Remember, volunteers will have access to your organization, your clients and the public you serve.

Even if the interview was great, there are several elements of screening to complete. Second interviews with supervisors are often utilized as a screening tool. Criminal background checks, reference checks and, in some instances, health assessments are crucial. These screening tools can lower an agency's risk substantially and give the supervisor and volunteer program manager good information to make an educated decision regarding candidate acceptance into the volunteer program.

*“If you want to lift yourself up, lift up someone else.”
Booker T. Washington*

V. ORIENTATION/TRAINING

Many volunteer programs opt to combine orientation and training because it is either more convenient or out of a misguided belief that they are one and the same thing. They are not. Orientation is general information about the organization, which includes the vision and mission of the agency and volunteer program, legal and liability issues, important policies and procedures.

Training, on the other hand, is specific to the job of the volunteer. It includes details about what the volunteer is to do when working in the position, how to talk with clients and to how to clean up after an activity as well as information about the subject area. So while there may be training items that cross over from one job to the next, each position must have a separate and distinct training. Orientation, on the other hand, should be general enough to apply to all jobs.

So, just as new staff go to a new employee orientation when they start a job, then get specific training from their departments, so too should volunteers attend a general orientation, then specific training sessions. This training and orientation can serve not only to prepare the volunteer for their role, but also help them to speak more eloquently about their experience and how it fits into the overall mission of the agency.

Generally, in a decentralized system, the trainer is the staff person who supervises the volunteers, while in a centralized system, the volunteer coordinator might plan and do most of the actual training. Many programs use a combination of centralized and decentralized elements.

An orientation, which usually is done by the volunteer department staff, should include:

- Vision and mission of the agency and the volunteer program
- Policies and procedures, which the volunteer must agree to. These could include, among others:
 - ✓ Sign-in
 - ✓ Attendance
 - ✓ Visitors
 - ✓ Emergency Procedures
 - ✓ Recognition
 - ✓ Dress code
 - ✓ Confidentiality
 - ✓ Termination
- Safety Issues
- Legal and liability issues

- A tour of the volunteer office space, where to hang coat, etc.

In training, the volunteer should:

- Learn how their work impacts the clients, vision and mission of the agency
- Learn about the population served, whether developmentally delayed seniors or attendees at an art museum.
- Learn about roles. Go over each section of the job description.
- Learn important information about the subject area. For example, if volunteers are working with developmentally delayed seniors they should learn about developmental disabilities and aging.
- Meet with relevant staff and learn about the volunteer's role with staff. To whom does the volunteer report? What department are they in? What are their expectations?
- Tour the volunteer's work area.
- Discuss all procedures, from recording hours to total time commitment, punctuality, absences and attendance policy.

Sometimes training is quite extensive and occurs over a long period of time. Sometimes all the material can be covered in one session. Besides instructive methods, training can also include observational sessions or shadowing programs, in which a new volunteer follows a more experienced volunteer, for one or more work shifts.

It is excellent practice to document orientation and training. Have trainers prepare a standard checklist for orientation and one for the specific job assignment. When complete, staff and volunteers can sign the checklists. These checklists would go in the volunteer's file. If performance becomes an issue or policies are violated, documentation exists that the volunteer was oriented and trained in proper procedures.

Just as training and orientation really begin at the point of interview, when the coordinator can listen to the candidates' interests and needs and start telling them about the organization and available volunteer jobs, it doesn't end when the training session(s) are over. Good supervision is also a form of training with ongoing information passed to the volunteer that is specific to their experience and needs.

“Learn to lead in a nourishing manner. Learn to lead without being possessive. Learn to be helpful without taking the credit. Learn to lead without coercion.”

Lao Tzu, philosopher

VI. SUPERVISION

All volunteers need effective supervision. The supervisor’s role is to prepare volunteers to do their job and support them when they do it. Supervisors can guide volunteers, quickly nixing inappropriate behavior while encouraging work that is clearly beneficial. But as anybody who works in a paid position knows, a good supervisor is rare. And volunteer supervisors have an additional challenge. They must understand the special nature of volunteers’ motivation, which can differ substantially from paid employees’, in order to meet their needs and, hopefully, retain them.

Good supervision takes time. Too often in our agencies and organizations, we bring on volunteers (or even staff) without sufficient training or orientation, throw them into their jobs and walk away., This ad hoc method rarely works with volunteers.

It is important to think of volunteers as unpaid staff who need to know much of what employees know (depending on their position), but work only one day a week or several hours a month. Think how long it takes staff, working 40 hours a week, to become truly acclimated to a work environment and the challenges volunteers face come into focus. For volunteers, who usually work many fewer hours than a full-time employee, it can take months to become fully integrated and comfortable with the work, the staff and the surroundings.

Volunteers need supervisors who will ease that transition for them, who will take time with them after training, who will encourage questions. Volunteers often feel uncomfortable asking questions if staff is busy.

Frequent feedback conversations are important for ongoing supervision. These sessions may be as simple as a question, “How did it go?” and the volunteer’s reply, “great.” Or they can be as complex as a sit-down debriefing in which the volunteer relates intense interactions that occurred during the shift. In either case, they present perfect opportunities for coaching and relationship-building. They also give the supervisor a chance to informally recognize excellent work.

While time is the scarcest commodity for most of us, time invested upfront will pay off when volunteers feel connected to the agency and their supervisor, are effectively doing needed work and are committed to staying with the organization.

Some important elements of supervision include:

- The ability to establish a trusting, positive relationship with volunteers.
 - ✓ This means that the supervisor has done enough training and observation to have faith and confidence in the volunteer’s work.

- The ability to confront issues in a congenial, non-threatening way. In every supervisory experience, there comes a time when uncomfortable issues arise. Maybe the volunteer does not come to work on time, maybe their interactions with clients are a bit off.
 - ✓ Supervisors must be able to sit down and speak with volunteers, even if it is difficult. In those meetings, use specific examples of behavior, feel comfortable criticizing constructively and make sure to have the best interest of the volunteer and client at heart. It will show.
 - ✓ Volunteers want to know their work is important and that they will be held accountable for their actions.

- Fostering open communication.
 - ✓ If they don't hear from their supervisors, volunteers will constantly wonder if they are doing the "right" thing.
 - ✓ Feedback at the end of most shifts can elicit open communication and, with good listening skills, the supervisor can gain insight into the nature of the volunteer's interactions.

- Recognition and appreciation of a job well done.
 - ✓ Just as volunteer program managers must be able to confront issues, they also must be free with praise, recognition and appreciation.
 - ✓ The easiest and, often, most appreciated recognition is a simple "thank you" for a specific action. It can help volunteers feel "seen," that they are not working in a void.

- Utilizing volunteers' special talents. This makes them feel useful and special.
 - ✓ Most volunteers will come with an interest area, but many will have special talents and abilities. Not all of these are professional skills, but may be as simple as having a special knack for rocking a baby to sleep or organizing a large group for a park clean-up.
 - ✓ By getting to know the volunteers and taking a personal interest in them as people, volunteer program managers can bring out skills and talents that will benefit the agency.

- Empowering volunteers to do their work.
 - ✓ No one likes to be micro-managed and volunteers are no different. Train them well. Plan ongoing feedback, recognize their work and let them go.
 - ✓ They will not do the work the way you would. They will have their own style. But if it's productive and appropriate, who cares?
 - ✓ It's difficult to relinquish control, especially when the supervisor is responsible for the work. But that is the great challenge of the supervisor: to be ego-less, not threatened, and to push people forward into the limelight.

“Everyone can be great because anyone can serve. You don’t have to have a college degree to serve. You don’t even have to make your subject and verb agree to serve...You only need a heart full of grace. A soul generated by love.”

Martin Luther King, Jr.

VII. EVALUATION

Volunteers want to know that the work they do is important and meaningful to the agency. They need validation if they are doing a great job. They need to know about potential performance improvements. They need the chance to hear their supervisor’s formal assessment and evaluate themselves or the program. This says to them that their work is important enough to evaluate. Supervisors, meanwhile, can use the evaluation session to continue to shape behavior, and volunteers can continue to improve their performances.

The agency, too, stands to benefit from regular assessment by volunteers who are, by definition, both internal to the agency and external. A self- or program evaluation, included in the process, will give supervisors and other agency staff the opportunity to see how they are perceived by volunteers, how the program seems to be working and if the volunteers feel well-trained and comfortable in their roles. It gives staff a chance to revisit their orientation and training content and supervisory technique.

The annual evaluation should not replace feedback sessions that focus on specific incidents during the week or month. Nor should it be a punitive process. If there has been effective supervision and open communication, there should be no surprises for either the volunteer or the supervisor during the evaluation.

Volunteers should be apprised of the evaluation process during orientation and training. The person who is most familiar with the volunteer’s work should conduct the evaluation. Most likely that person will be the supervisor. In a decentralized system, the volunteer program manager is not the supervisor. So if there are specific improvement issues to discuss during the evaluation meeting, staff supervisors should meet with the volunteer program staff first to discuss the evaluation meeting.

It is easiest to use an evaluation format that covers a variety of areas and is general enough to apply to many volunteer jobs with room for comments on specific skill areas. Evaluation topics should relate directly to the position description since it is the basis of a fair performance evaluation. It is a good idea to have a mechanism in place for obtaining comments or feedback from staff other than the supervisor who work with the volunteer.

Create a simple evaluation form. Sometimes a checklist with room for comments is easiest. Topics should cover the volunteer’s skill at doing the job and accomplishments within the job. A numerical ranking isn’t even necessary. Some evaluations simply allow answers of “performs satisfactorily” or “needs more training.”

Include questions on:

- Quality of Work
 - ✓ Thoroughness in fulfilling duties
 - ✓ Timely completion of assigned tasks
 - ✓ Able to determine when to identify, refer and/or solve problems
 - ✓ Interactions with clients, patients or the public
- Attitude
 - ✓ Flexibility
 - ✓ Dependability
 - ✓ Attendance
- Communication
 - ✓ With staff
 - ✓ With clients
 - ✓ With supervisor

Just as you would for a staff performance evaluation, it is best to start the evaluation conversation by listening to the volunteer's thoughts on their experience and performance over the previous year. Don't get defensive. Non-judgmental listening will give the supervisor valuable information on the volunteer's perceptions, which can benefit future volunteer program development.

When the volunteer is finished, the supervisor has a chance to discuss performance. Beginning with negative comments is ill-advised. Even volunteers with improvement areas usually do some things well. Try to find the positive and emphasize it. Then move on to problem behaviors. Most supervisors dread this discussion, and it can be difficult. But it is easier if supervisors reframe the process to emphasize improving behavior, making the experience better for the volunteer, the supervisor and the client or public.

Supervisors should be direct with the volunteer, specific about the problem and expectations. Phrasing problems in terms of potential consequences to clients, the public image of the agency, team or staff can be helpful. Most volunteers care deeply about the agency and its mission, hoping to help not hurt the mission.

The job description, training checklist and orientation materials can also help in explaining expectations. Make sure volunteers know what kind of improvement is expected. While volunteer satisfaction is important, appropriate interactions with clients and/or the public are the staff member's primary responsibility. These appropriate interactions will be more enriching, ultimately, to the volunteer. Say to the volunteer, for example, "If you were to sit on the floor with the children to play with them, rather than on the couch, your experience here would be much more rewarding."

On the other hand, if supervisors listen first, put themselves in the volunteer's shoes and frame thoughts as discussion rather than ultimatum, some surprising things may emerge. Maybe the

volunteer doesn't really like the assignment, but has been too embarrassed to say it. A better match might solve the problem. Maybe the volunteer truly doesn't understand the expectations of the position or the repercussions of the actions. Maybe what they want to do as a volunteer with the agency is something that just isn't possible. All these revelations are positive and the supervisor, along with the volunteer, can decide how to change the situation or behavior.

The evaluation discussion should be documented, and both the supervisor and volunteer should sign the evaluation form. While the problem evaluation is challenging, with good screening, orientation, training and supervision, they are rare. Most volunteers are appropriate, committed workers who do a phenomenal job aiding the organization.

*“Our deeds determine us, as much as we determine our deeds.”
George Eliot*

VIII. RECOGNITION

Volunteer program managers agonize over recognition. And well they might. While it takes work and creativity, recognition is the only paycheck volunteers receive, besides the satisfaction of their work, and it can motivate in many ways.

Good recognition is a matter of common sense and thoughtfulness. It is not a strategy for discharging obligations. Recognition also is not something that happens once a year. It’s an ongoing, often daily, process of noticing what has been done and commenting on it in some way, saying thank you in appropriate ways that is meaningful to the volunteer.

There are two types of recognition: formal and informal. Informal recognition often consists of a simple “thank you.” Seems pretty easy, but with busy staff who may be unschooled in essential volunteer management, it can be a rare occurrence. Thanking volunteers is much more effective when it’s specific to a particular job done that day and informs the volunteer of the results of his/her work. For example, “Thank you for the work you did with Joey today. His math skills should really improve as you continue your tutoring.”

Informal recognition can also include writing a personal note to the volunteer about a job well done, writing a recommendation letter for a salaried job or training the volunteer for promotion, which makes them feel validated and appreciated. Some additional ideas for informal recognition include:

- Challenging your volunteers with meaningful work
- Recognizing their personal needs and accommodating them when possible
- Smiling and being pleasant
- Sending a birthday card
- Greeting them by name
- Training and orienting well
- Giving additional responsibility if growing out of job
- Allowing input in planning
- Enlisting them to train volunteers

Formal recognition is generally done for all volunteers equally, on a regularly scheduled basis. Some agencies recognize their volunteers based on anniversary, some based on hours. Some give a formal banquet, other volunteer managers distribute pins or plaques. Whatever is decided at your agency, you should ask yourself: Why are we doing this? Is this something all the volunteers will really like and appreciate? Who should be recognizing the volunteers? Are we really organizing this recognition for ourselves or is it truly for the volunteers and their supervisors?

Continually evaluate and reevaluate recognition events. At one agency, a typical, off-site banquet was the annual recognition event for years. While the music and food were always good, only a

fraction of the volunteers ever went and those participants were always the longest-term or most involved. Supervisors in this decentralized system were not invited even though they had the greatest daily contact with the volunteers.

One year, the volunteer department staff sat down and asked themselves the questions above. They realized that recognizing supervisors was crucial and they wanted more volunteers to attend recognition events. They opted for a week-long, on-site celebration that brought supervisors and volunteers together for lunch (served by volunteer department staff) on the day they came in to volunteer. It promoted the relationship between the volunteer and the supervisor. It was more work for the volunteer department staff, but actually less expensive, higher profile internally and reached 100 percent of the volunteers.

Here are some ideas for formal recognition:

- Give a pin, plaque or certificate to commemorate the anniversary or number of hours given.
- Plan a banquet, luncheon or party on- or off-site
- Nominate volunteers for service awards, such as Illinois' Points of Light Awards
- Include volunteers in media interviews
- Plan special celebrations for benchmark anniversaries (5, 10, 15 years)
- Have volunteers included in employee recognition events

“I don’t know what your destiny will be, but the one thing I know; the only ones among you who will really be happy are those who will have sought and found how to serve.”

Albert Schweitzer

IX. RETENTION

To retain volunteers, ensure they are satisfied with their experience. If their motivation and interest in volunteering are met by the assignment, supervisor and organization, volunteers will remain with the agency unless life circumstances force them to make a change.

Each volunteer, though, will have a different set of needs, a different reason why they volunteer, and different motivation. So the most important element in developing satisfied volunteers is creating a good match for them with a job that meets their interests and needs. The interview process is the point when volunteer program managers must probe to understand why the candidate wants to volunteer. And from this information, the manager will know whether the agency has a job that is a good match.

Effective supervision and sincere recognition are other key elements in retaining volunteers. If these pieces are in place, the volunteer will be doing what they want to do with a supervisor who understands and appreciates them. It will eliminate the common volunteer complaint that they rarely see their supervisors or they don’t have enough to do.

Many volunteers also need to feel a sense of the whole, that how they are spending their time connects to the overall mission of the agency is affecting the client, even the world. Many young working people who volunteer are looking for fulfillment above and beyond what they get from their paying job in the business world. Others want vocational experience. Still others need basic interaction in their lives and are motivated by a desire to affiliate or belong to a place or group of people

According to a research study published in the Journal of Volunteer Administration, and cited by Rick Lynch and Steve McCurley in their book “Volunteer Management,” the top 20 factors that are important to volunteers are:

1. Helping others
2. Clearly defined responsibilities
3. Interesting work
4. Competence of supervisor
5. Supervisor guidance
6. Seeing results of my work
7. Working with a respected community organization
8. Reasonable work schedule
9. Doing the things I do best
10. Suitable workload
11. Freedom to decide how to get work done
12. Chance to make friends

13. Pleasant physical surroundings
14. Opportunity to develop special skills/abilities
15. Challenging problems to solve
16. Convenient travel to and from volunteer work
17. Opportunity to work with professional staff
18. Volunteer recognition
19. Adequate reimbursement of out-of-pocket expenses.
20. Chance to move to paid employment.

Of course, with the mobile nature of our society, the increasing interest in short-term volunteering, high school community service requirements and corporate group volunteering, retention isn't always possible or even desirable.

Sometimes the people who want to stay are really the people who should leave -- those people who continue to volunteer out of habit rather than desire, are unwilling to improve or update their job performance, or who are overly invested in the program or clients and cross boundaries or upset the balance between helping others and helping themselves.

Striving for retention won't benefit the program in these cases. Being comfortable letting people leave will.

For the most part, though, investing in retention is investing in program. It reduces recruitment, endless screening and retraining. And long-term volunteers often have a high investment in the organization's mission.

APPENDIX ONE

In this appendix are a series of forms used by volunteer programs throughout the state. Most agencies are identified, but some preferred to keep their identity private. In those forms the name of the agency has been deleted.

Included are:

Mission and Philosophy Statement (DCC)

Minimum Standards for Program Volunteer Management (YMCA)

Group Volunteer Service Project Registration (YMCA)

One Time Volunteer Release of Liability (FPDDC)

Volunteer Candidate Form (YMCA)

Volunteer Application/Background Check/Character References (FPDDC)

Volunteer Interview Record (DCC)

Volunteer Position Assignment (DCC)

Volunteer Commitment and Agreement (DCC)

Rights and Responsibilities (YMCA)

Position Description (YMCA)

90 Day Orientation (YMCA)

Time-Off (YMCA)

Performance Evaluation (YMCA)

Mission and Philosophy

DuPage Convalescent Center Mission and Philosophy

The mission of the DuPage Convalescent Center is to provide quality long-term care and rehabilitation services to DuPage County residents in a professional and cost effective manner.

It is the sincere goal of the entire staff to recognize and serve each resident's needs, desires, interests and emotions. We employ those interventions of treatment, therapy and activity which restore health, dignity and hopefulness to residents, by assisting them to do as much as they can, as well as they can, for as long as they can. There is no limit to the possible innovations in these treatments, therapies, and activities. When appropriate, we strive to return residents to their home and the community.

Volunteer Mission Statement

Our Volunteer Mission: to offer an extra dimension of care and services to residents, families, visitors and staff through efficient and humanistic volunteers.

Our Goal at DPCC: to restore health, dignity and hopefulness to residents by assisting them do as much as they can, as well as they can, for as long as they can.

7/7/03

YMCA of Metropolitan Chicago

Minimum Standards for Program Volunteer Management



These standards apply to individual volunteers involved in direct delivery of service to members or clients of the YMCA. These standards do not cover or establish guidelines for groups that volunteer for one-day projects, such as students, parents, churches, corporate employees and other organizations.

Section A: Purpose

A.1. Purpose: To provide members and clients of the YMCA of Metropolitan Chicago with the highest quality volunteer program possible.

A.2. Annual Review of Standards: The Program Volunteer Management standards will be reviewed annually by the Association Volunteer Management Team. Recommended changes will be presented to the appropriate individuals for approval.

Section B: General Administration

B.1. Volunteer Recruitment Sources

- Parents and other relatives of children in YMCA programs
- YMCA members
- Members of community organizations: schools, colleges, universities, religious groups, service clubs, etc.
- Individual employees of area corporations and businesses
- RSVP (retired and senior volunteer program)

B.2. Volunteer Guidelines

- Volunteers should be at least 11 years old (12 years old for licensed child care programs).
- Volunteers 11 to 17 years old should be closely supervised by YMCA staff or volunteers who are trained in the program area or department functions in which the volunteer is assisting.
- Where volunteers are assisting in youth programs (serving those 17 and under), it is recommended that volunteers be at least 5 years older than the oldest participant in the program they are assisting.

- ❑ Individuals seeking court-ordered community service hours *should not* be placed in volunteer positions in any YMCA facility, program or service.
- ❑ Volunteers should provide a social security number (in order to conduct background checks). Anyone who does not provide a social security number should *not* be placed in a volunteer position since a background check cannot be conducted on him/her.
- ❑ YMCA licensed day care programs should comply with the DCFS licensing standards related to volunteers, January 1, 1998 – P.T. 98.2, section 407.180 (located at the end of these standards), including a medical clearance with a Mantoux TB screening on file before they begin volunteering.

B.3. Volunteer Intake/Registration Procedures

- ❑ Centers should have a volunteer intake system in place.
- ❑ All potential volunteers should be registered on the approved YMCA of Metropolitan Chicago **Volunteer Candidate Form** (available on the Lotus Notes “YMCA Forms” database under the Planning/Marketing/Programs category, the Volunteers folder).
- ❑ Candidate forms are not valid if they are not complete and/or do not have the appropriate signatures.
- ❑ Potential volunteers should also complete a **Voluntary Self-Identification Form** for Volunteers (available on the Lotus Notes “YMCA Forms” database under the Planning/Marketing/Programs category, the Volunteers folder). This form is sent to the Corporate Volunteer Management Director for demographic tracking purposes for the Association.
- ❑ Potential volunteers should complete a **Volunteer Background Check Form** (available on the Lotus Notes “YMCA Forms” database under the Planning/ Marketing/Programs category, the Volunteers folder) to authorize a criminal background check.
- ❑ YMCA employees may volunteer for the Association *as long as they perform functions other than those required or reasonably expected of their paid positions*. Employees who wish to volunteer do *not* need to complete a Volunteer Candidate Form, but they should complete the Voluntary Self-Identification Form for data collection purposes. Care should be taken to ensure that their volunteer hours are documented and tracked distinctly apart from their paid position hours.
- ❑ If an individual is an active volunteer at one YMCA center and wants to volunteer at another center, the second center should call the volunteer’s supervisor at the original center for a reference check before allowing him/her to volunteer at the second center. The supervisor at the original center may confidentially send copies of the volunteer’s candidate form and background check results to the supervisor at the second center.

- ❑ If a volunteer separates from any center of the YMCA of Metropolitan Chicago and then reapplies at any center *within a year* of the separation date, he/she needs to complete a new Volunteer Candidate Form to be reinstated as a volunteer. A new background check is *not* needed. If a separated volunteer reapplies *a year or more after* the separation date, he/she should complete a new Volunteer Candidate Form and a new Volunteer Background Check Form. A new background check should be conducted before he/she is reinstated as a volunteer.
- ❑ YMCA auto and general liability insurance and worker's compensation insurance may apply to volunteers while they are performing volunteer assignments for the YMCA, including when they drive YMCA-owned or leased vehicles and have been approved through the Association Driver Authorization process. *Exception:* Laws in the state of Wisconsin do *not* include volunteers in worker's compensation coverage.
- ❑ In order to transport YMCA participants in either a YMCA-owned or a personal vehicle, a volunteer must first: 1) be age 21 or over; and 2) submit a YMCA Application for Driver Authorization Form (available on the Lotus Notes "YMCA Forms" database), along with proof of auto insurance and a valid driver's license, to the Human Resources Department for approval. To drive a van or mini-bus owned or leased by the YMCA, the volunteer should also be required to successfully complete the YMCA Van Driver training course, with documentation of this kept in the volunteer's file.
- ❑ Volunteers should not receive compensation of ANY KIND for the services they provide (including complimentary memberships, membership discounts, program fee discounts or free participation for child or self). Any such compensation may have labor law and tax implications for both the YMCA and the individual.
- ❑ Applications for financial assistance should not contain any references to volunteering for the YMCA. Once financial assistance is granted to an individual or family and all the appropriate paperwork is completed and documented, the individual or family may be asked if they are interested in volunteer opportunities. It should never be suggested that they ought to volunteer in exchange for the financial assistance.
- ❑ Volunteers should request their YMCA supervisors or other appropriate staff members to purchase all supplies and equipment they need to perform their volunteer assignments. Volunteers should *not* be asked to purchase supplies and equipment to perform their assignments, to be reimbursed by the YMCA at a later date.
- ❑ Volunteer candidate forms completed by individuals *not* placed in volunteer positions are kept in locked files in the center business office for one year. Candidate forms for those who *are* placed in volunteer positions are kept in locked files in the center business office throughout the volunteer's time of service and for one year after the completion of their last assignment. Any copies of candidate forms should be kept in locked files as well.

B.4. Volunteer Screening

- ❑ Each volunteer should provide at least two (2) references in the spaces provided on the candidate form.
- ❑ References submitted by potential volunteers should be checked and documented by the staff members who will supervise them if they are approved for placement **PRIOR** to being placed in volunteer positions. (A Volunteer Reference Check form is available on the Lotus Notes “YMCA Forms” database under the Planning/Marketing/Programs category, the Volunteers folder).

B.5. Criminal Background Check Process

- ❑ Volunteer Background Check Forms for potential volunteers who have Social Security numbers are submitted to the corporate Human Resources Department for processing. No person should begin a volunteer assignment prior to receiving approval from Human Resources based on the results of his/her background check. (The only exception is a YMCA employee who wants to volunteer.)
- ❑ Potential YMCA volunteers are subject to the same exclusions from placement because of criminal convictions as potential YMCA staff.
- ❑ **Individuals with felony convictions of any kind may not volunteer for the YMCA.**
- ❑ **Individuals with misdemeanor convictions involving violence, drugs, crimes against a person, weapons or sexual activities may not volunteer for the YMCA.**
- ❑ If a violation is found that prohibits a volunteer from serving, the center business manager who submitted the background check will be informed by e-mail. The nature of the offense will NOT be disclosed. (Background check results will be available within 72 hours in most cases.)
- ❑ Volunteer placement decisions should *not* be based on arrest records or undocumented accusations from others.
- ❑ Any exceptions to the criminal background check standards must be approved by the YMCA Vice President of Human Resources or his/her designee.

B.6. Volunteer Orientation and Training

- ❑ Volunteers should be given position descriptions that have been approved by the center Executive Director.
- ❑ All volunteers should be given a copy of the YMCA Emergency Procedures.

- ❑ Volunteers should be thoroughly oriented to the YMCA within the first 90 days of starting their assignments. Topics for the center volunteer orientation session should include: YMCA Mission/Philosophy, Character Development, Emergency Procedures, Bloodborne Pathogens, Child Abuse Prevention, and ExCEED/Customer Service. Topics for sessions with the volunteer’s supervisor: Program or Department Guidelines, and YMCA Rules & Regulations, such as codes of conduct, dress code/uniform standards, incident reports, vehicle policies, expense reimbursement procedures, sign-in procedures, etc. (A Volunteer Orientation Checklist form is available on the Lotus Notes “YMCA Forms” database under the Planning/Marketing/Programs category, the Volunteers folder.)
- ❑ Training and orientation attendance documentation should be kept in center files.
- ❑ Program-specific training opportunities should be offered to all volunteers. The following are suggested:

<u>Program</u>	<u>Name of Training</u>	<u>Timeframe</u>
Youth Sports Coaches & Officials	YMCA Super Sports	before the sport season begins
Fitness, Sports & Aquatics Instructors	CPR & First Aid Program-specific	prior to teaching class within first 6 months
Fitness & Aquatics Class Aides	CPR	prior to assisting class
Child Care	Refer to DCFS Licensing Standards	
Day Camp	Day Camp Counselor Training	before day camp begins
‘Mazing Kids/Babysitting	Working w/ 0 – 5 yr. olds Working with 5 – 12 yr. olds Red Cross Babysitting Course	within first 6 months

(Note: volunteers should be invited and encouraged to attend department meetings and trainings along with paid staff).

B.7. Volunteer Record Keeping

- ❑ Centers should maintain a volunteer database (computer-based preferred) which is available for review upon request.
- ❑ Centers should keep records of individual volunteer hours, including those of YMCA employees acting in a volunteer capacity. They should also document volunteer hours by program/department per month and per year. (A Volunteer Monthly Time Sheet is

available on the Lotus Notes “YMCA Forms” database under the Planning/Marketing/Programs category, the Volunteers folder.)

- ❑ Centers should calculate the total number of hours volunteered and the equivalent dollar value each month to use in case statements for volunteer recruitment, fund-raising, and public relations/image-building. The Independent Sector determined the value of volunteer time in Illinois in 2006 as \$21.09 per hour.

B.8. Volunteer Recognition

- ❑ Centers should have volunteer recognition programs and systems. Volunteers should be recognized for hours contributed annually, years of service to the center/YMCA, and outstanding achievement or contribution as a volunteer.
- ❑ Centers are also encouraged to recognize volunteers on their birthdays, anniversary dates with the YMCA, and/or holidays or special occasions such as Valentine’s Day, National Volunteer Week (third week of April), Labor Day, Thanksgiving Day, etc.

Section C: Staffing

To ensure that staff are appropriately trained and possess the necessary skills to oversee the volunteer programs at their centers, they will need to complete the following training:

C.1. Part-time Staff Who Supervise Volunteers

- ❑ Working with Program Volunteers (4 hour course) certification within one year of employment

C.2. Full-time Staff Who Supervise Volunteers

- ❑ Volunteerism (2 day course) certification within one year of employment
- ❑ Bachelor’s degree

Section D: Program Standards

D.1. Potential volunteers should receive a volunteer position description as part of the initial selection and orientation process. (Sample position descriptions are available on the Lotus Notes “YMCA Forms” database under the Planning/Marketing/Programs category, the Volunteers folder).

D.2. Volunteers should wear the prescribed uniform shirts and name tags when performing their volunteer functions (The Volunteer Uniform Standards are available on the Lotus Notes “YMCA Forms” database under the Planning/Marketing/Programs category, the Volunteers folder). The

exception to this is Annual Campaign volunteers and Speakers' Bureau volunteers, who do not require a special uniform when performing their volunteer functions.

- ❑ Courtesy Desk and Fitness Center volunteers – polo shirt (short or long-sleeved)
- ❑ Program Instructor/Aide volunteers - t-shirt
- ❑ Office/clerical volunteers – polo or t-shirt
- ❑ Facility/Maintenance volunteers – t-shirt

Section E: Safety and Risk Management

E.1. Volunteer Safety: Every effort should be made to ensure that volunteers have safe working conditions and limited exposure to injury or accident. Accidents involving volunteers on duty should be reported on Association Incident Report forms and faxed to the Risk Management Director within 24 hours of the occurrence.

E.2. Association Risk Management: If inappropriate behavior by a volunteer is directly observed or is reported, after investigation that volunteer may be subject to disciplinary procedures up to and including termination.

Section F: Program Evaluation

F.1. Volunteers in seasonal programs such as youth sports and day camp should participate in a performance review with their supervisors at the end of the program season (A sample evaluation form is available on the Lotus Notes "YMCA Forms" database under the Planning/Marketing/12/7/0412/7/2004/ Programs category, the Volunteers folder).

F.2. Year-round volunteers should participate in a performance review with their supervisors twice a year, at the six-month and the twelve-month points of service (A sample evaluation form is available on the Lotus Notes "YMCA Forms" database under the Planning/Marketing/ Programs category, the Volunteers folder).

F.3. Volunteers should be asked for feedback about YMCA volunteer management systems at the same time their performance is being reviewed by their supervisors.

4/25/2008



**YMCA of Metropolitan Chicago
Group Volunteer Service Project Registration Form**

Corporation/Group Name _____ Project Date _____

Welcome to the YMCA of Metropolitan Chicago _____ center. We are so pleased you chose us for your service project, and will do everything we can to provide a meaningful experience for you as you volunteer in support of the YMCA mission in this community.

We ask that you please sign in below. Again, thank you for participating in the work of the YMCA — building strong kids, strong families and strong communities.

Volunteer specifically assumes all risks of injury arising out of his or her presence on or about the premises, or his or her use or intended use of the equipment and facilities, or his or her participation in the activities of the Young Men's Christian Association (YMCA) of Metropolitan Chicago, an Illinois Charter corporation, and does hereby for himself or herself, his or her heirs, executors and administrators waive, release and agree to hold free from all claims for damages the YMCA of Metropolitan Chicago and its respective officers, directors, Board of Managers, Trustees, members, employees or agents.

Name	Mailing Address	Email Address



Forest Preserve District of DuPage County

3 S. 580 Naperville Road • Wheaton, IL 60187-8761 • 630.933.7200 • Fax 630.933.7204 • TTY 800.526.0857

VOLUNTEER WAIVER, RELEASE, HOLD HARMLESS AND INDEMNIFICATION AGREEMENT

I have agreed to serve as a volunteer for the Forest Preserve District of DuPage County ("District"), and I recognize that my volunteer participation is a privilege afforded me by the District. I fully understand, appreciate, and assume all of the risks associated with my volunteer duties. In exchange for my participation, I hereby agree to the following:

- a) I voluntarily waive, release, and hold harmless the District, its elected officials, officers, employees, agents, and other volunteers, from any and all claims, causes of action and damages for bodily injury or death that I may suffer as a result of, or in any manner connected with, directly or indirectly, my participation as a District volunteer when such bodily injury or death is the result of my own negligent or intentional acts or omissions of another volunteer. I understand that this waiver and release precludes my right to recovery of damages in the event I am injured in the course of performing my volunteer duties.
- b) I shall defend, hold harmless and indemnify the District, its elected officials, officers, employees, agents and other volunteers, from and against all damages, claims, liabilities, causes of action, judgments, settlements, costs and expenses (including, but not limited to, reasonable expert witness and attorney fees) that may at any time arise or be claimed by any person as a result of bodily injury, death or property damage, or as a result of any other claim or cause of action of any nature whatsoever, arising from or in any manner connected with, directly or indirectly, my negligent or intentional acts or omissions in performing my volunteer duties.

I have read, fully understand and agree to the assumption of risk, waiver, release, hold harmless and indemnification terms set forth above.

Dated: _____

Volunteer's Address: _____

Volunteer Signature

(Street)

(Printed Name)

(City, State, Zip Code)

(Birth Date)

(Phone)

Emergency Telephone #: _____

NOTE: If the volunteer is under 18 years of age, a parent or legal guardian must sign this agreement on behalf of the volunteer.

Signature of Parent or Legal Guardian

Printed Name

Revised 7/24/00

Mailing Address: P.O. Box 5000 • Wheaton, IL 60189-5000 • www.dupageforest.com



YMCA of Metropolitan Chicago
Volunteer Candidate Form

Personal Information

Name _____ Date _____
First Middle Initial Last

Address _____ Email Address _____
(street number and name, city, state, zip code)

Telephone Numbers (please indicate home, work, cell phone, pager, etc.):

Current Occupation _____ Employer/School _____

Are you 18 years of age or older? Yes _____ No _____ If no, what is your birth date? _____

Have you ever volunteered for a YMCA or been employed by a YMCA? Yes _____ No _____

If yes, please indicate which YMCA(s), what you did there and when:

YMCA/City, State Job/Volunteer Assignment Dates Employed or Dates Volunteered

1. _____

2. _____

Have you been convicted of any criminal offense (other than a juvenile offense which has been expunged from your record), or have you been released from prison in the last 10 years? Yes _____ No _____

If yes, please describe in full:

Why do you want to volunteer? (please check all that apply)

___ Do something good ___ Meet new people ___ Court-ordered community service

___ Use or develop skills unrelated to work ___ Gain experience in a desired field of work

___ Internship requirements ___ School graduation requirements ___ Church program requirements

___ Other (please specify) _____

Availability

How many hours per week do you wish to commit to a YMCA volunteer assignment? _____

If not a weekly volunteer assignment, what schedule can you commit to? _____



FOREST PRESERVE DISTRICT OF DUPAGE COUNTY
 Attention: Volunteer Services Division/Human Resources Department
 Mailing Address: P.O. Box 5000, Wheaton, Illinois 60189
 Street Address: 3 South 580 Naperville Road, Wheaton, Illinois 60187
 Tel: (630) 933-7681 e-mail: volunteer@dupageforest.com Web site: www.dupageforest.com

VOLUNTEER APPLICATION

VOLUNTEER POSITIONS BY PROGRAM:

DANADA EQUESTRIAN CENTER

- Horse Care Provider

FULLERSBURG WOODS ENVIRONMENTAL ED CENTER

- Junior Naturalist
- Naturalist
- Community Resource Center
- Special Events
- Special Projects
- Visitor Center

KLINE CREEK FARM

- Agricultural Demonstrator
- Bee Keeping Demonstrator
- Carpentry Demonstrator
- Domestic Arts Demonstrator
- Family
- Garden Demonstrator
- General Interpreter
- Visitor Center Attendant
- Wardrobe Coordinator

MAYSLAKE PEABODY ESTATE

- Docent
- Estate Garden
- Family
- Graphic Designer
- Greeter
- Interpreter
- Newsletter Editor
- Research
- Special Events

NATURAL RESOURCE MANAGEMENT

- Amphibian Monitor
- Bird Monitor
- Bluebird Monitor
- Butterfly Monitor
- Co-Steward
- Dragonfly Monitor
- Ecosystem Monitor
- Graphic Design
- Herbicide
- Native Plant Nursery Steward

- Native Plant Nursery
- Nature Workday
- Newsletter Writer
- Rare Plant Monitor
- Steward
- Waterway Keeper

TRAIL PATROL

- Bike Patrol
- Foot Patrol

WILLOWBROOK WILDLIFE CENTER

- Animal Keeper
- Community Outreach
- Exhibit and Design Maint.
- Family
- Intern - Animal Keeper
- Intern - Interpreter
- Interpreter
- Junior Keeper (Summers Only)
- Junior Naturalist (Summers Only)
- Plant Care
- Veterinarian
- Visitor Services

PLEASE REFER TO THE VOLUNTEER POSITION DESCRIPTION OR TO THE FACILITY FOR MINIMUM AGE, REQUIREMENTS, RESPONSIBILITIES AND COMMITMENT. IT MAY BE NECESSARY TO REQUEST ADDITIONAL INFORMATION NOT INCLUDED ON THIS APPLICATION.

Application Date		Name			Preferred Nickname					
Street Address				City		State	Zip			
Home Telephone			Alternative Telephone		e-mail Address					
Birth Date				Which of the 7 volunteer programs are you applying for?						
Emergency Contact				Please provide 1 - 3 volunteer position(s) you are interested in order of preference.						
Name:				1.						
Street Address:				2.						
City, State Zip:				3.						
Home #:				Days you are available (<i>Please circle.</i>)						
				Mon	Tue	Wed	Thu	Fri	Sat	Sun
Work #:				Time of day you're available						
Cell #:				From: _____ To: _____						
Relationship:				Are there factors that could affect your availability? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain.						
OPTIONAL		OPTIONAL		Have you ever been convicted of a station adjustment, misdemeanor or felony crime? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain.						
Marital Status:		Education: (<i>Select highest level completed.</i>)								
<input type="checkbox"/> Single		<input type="checkbox"/> Junior High								
<input type="checkbox"/> Married		<input type="checkbox"/> High School								
		<input type="checkbox"/> Undergraduate								
		<input type="checkbox"/> Graduate								
		<input type="checkbox"/> Doctorate								

APPLICATION CONTINUES ON THE BACK →

Volunteer Application 2/05

Year of Last Tetanus Shot	Please note: It is strongly recommended that volunteers check with their doctors about receiving a current tetanus inoculation.	
Can you perform the essential functions of the position(s) you are volunteering for? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, please explain.	Please tell us about any special skills or interests of yours (i.e., public speaking, writing, history, animals, computers, etc.)	
How did you discover the District's volunteer program? Please be as specific as possible (i.e., Naperville Sun Newspaper, Forest Preserve website).	Have you ever served as a volunteer with us before? <input type="checkbox"/> Yes <input type="checkbox"/> No Year _____ Program _____ Why did you leave?	
Current Employment <input type="checkbox"/> Retired? <input type="checkbox"/> Student?		
Company Name		City, State Zip
Title	Years of Service	Does your employer offer a time-off program for volunteers? <input type="checkbox"/> Yes <input type="checkbox"/> No
Street Address		Does your employer offer a donation-matching program? <input type="checkbox"/> Yes <input type="checkbox"/> No
Volunteer Experience		
Organization		Organization
Position Held		Position Held
Years of Service		Years of Service
From:	To:	From: To:
Release of Liability		
<i>I hereby authorize investigation of current and previous employment and education records and all pertinent information, personal or otherwise, and release all parties from all liability for any damage that may result from furnishing it to you.</i>		Signature:
<i>I hereby certify that all information contained in my resume and/or application is true to the best of my knowledge. I agree and understand that any false statements contained therein may cause rejection of my candidacy for a volunteer position or termination of my volunteer position without notice.</i>		

- Two completed references are required as part of the application process. Please read, complete, and mail the Application, Waiver and Criminal Background Check Consent forms to the address listed on the front of this form.
- Court referred volunteers need to contact the Forest Preserve District's Human Resource Department at (630) 933-7678.
- If you have special needs that require additional accommodation for participation in a program, please call (630) 933-7683. Telecommunications device (TDD) for the hearing-impaired phone number is (800) 526-0857.

APPLICATION CONTINUES ON NEXT PAGE →

Volunteer Application 2/05



**CHARACTER REFERENCE FORM
HUMAN RESOURCES DEPARTMENT
VOLUNTEER SERVICES DIVISION**

Reference 1 of 2 See Reverse Side

Directions: In order to be considered for a volunteer position with the Forest Preserve District of DuPage County, applicants are required to provide two professional character references. If a professional reference cannot be given, volunteer experience or a personal reference not related to you can be used as a substitute. Please **fill out the top portion** of both Character Reference Forms for your references and submit both forms with your application. PLEASE PRINT CLEARLY.

Applicant Name: _____

Volunteer Program: _____ Position: _____

Reference Name: _____ Phone: _____

Relationship to Applicant: _____ Years Known: _____

Volunteers – Please do not write below this line.

1. Please, indicate your impression of the applicant on each of the following:

	Outstanding	Above Average	Average	Below Average	Insufficient Information	Additional Notes
Commitment						
Flexibility/ Adaptability						
Reliability						
Patience						
Sensitivity						
Communication Skills						
People Oriented						
Ability to Work With Children						
Safety Consciousness						

2. Do you believe, based on your knowledge, that this individual would be a responsible person to have as a volunteer in our program?
 _____ Yes _____ No

If no, please explain: _____

3. Additional Comments: _____

Completed by: _____	Date: _____
---------------------	-------------

APPLICATION CONTINUES ON THE BACK →

Volunteer Application 2/05



**CHARACTER REFERENCE FORM
HUMAN RESOURCES DEPARTMENT
VOLUNTEER SERVICES DIVISION**

Reference 2 of 2

Directions: In order to be considered for a volunteer position with the Forest Preserve District of DuPage County, applicants are required to provide two professional character references. If a professional reference cannot be given, volunteer experience or a personal reference not related to you can be used as a substitute. Please **fill out the top portion** of both Character Reference Forms for your references and submit both forms with your application. PLEASE PRINT CLEARLY.

Applicant Name: _____

Volunteer Program: _____ Position: _____

Reference Name: _____ Phone: _____

Relationship to Applicant: _____ Years Known: _____

Volunteers – Please do not write below this line.

1. Please indicate your impression of the applicant on each of the following:

	Outstanding	Above Average	Average	Below Average	Insufficient Information	Additional Notes
Commitment						
Flexibility/ Adaptability						
Reliability						
Patience						
Sensitivity						
Communication Skills						
People Oriented						
Ability to Work With Children						
Safety Consciousness						

2. Do you believe, based on your knowledge, that this individual would be a responsible person to have as a volunteer in our program?
 _____ Yes _____ No

If no, please explain: _____

3. Additional Comments: _____

Completed by: _____	Date: _____
---------------------	-------------

APPLICATION CONTINUES ON THE NEXT PAGE →

Volunteer Application 2/05



FOREST PRESERVE DISTRICT OF DUPAGE COUNTY

Attention: Volunteer Services Division/Human Resources Department

Mailing Address: P.O. Box 5000, Wheaton, Illinois 60189

Street Address: 3 South 580 Naperville Road, Wheaton, Illinois 60187

Tel: (630) 933-7681 e-mail: volunteer@dupageforest.com Web site: www.dupageforest.com

VOLUNTEER AGREEMENT: GENERAL PROVISIONS, WAIVER, HOLD HARMLESS AND INDEMNITY AGREEMENT

I have agreed to volunteer time to help provide programs on behalf of the Forest Preserve District of DuPage County. In consideration of the District accepting me as a volunteer and in acknowledgement of the educational and other benefits received by me as a volunteer I represent and agree to the following.

A. GENERAL PROVISIONS:

1. I will read the material provided by my volunteer program, so I may follow District policies, regulations and program procedures for a safe volunteer experience.
2. I understand that as a volunteer, I am not an employee of the District, that my involvement will not lead to employment status, and that I will not receive compensation for my services.
3. I am not authorized to operate a District vehicle or other motorized equipment, nor am I authorized to operate any type of power equipment, including but not limited to, power saws, chain saws, weed trimmers, lawn mowers and snow blowers.
4. I understand that I must operate within the scope of the duties associated with my volunteer position, whether performing those duties on or off District property, as in the case of special events.
5. I understand that I am a representative of the District and must do my best to present a positive image of the District to those who visit the facilities and preserves. This includes being courteous and helpful to visitors, and appropriately wearing any required volunteer uniform.
6. I understand that I am not authorized to enforce the rules and regulations of the District.
7. I understand that liability insurance is my responsibility, but that I may be covered under the provisions set forth in the local Governmental and Governmental Employees Tort Immunity Act.
8. I understand and agree that I may not participate in any prescribed burn performed by the District unless I complete the required certification prescribed burn training session.
9. I understand that my name, address and phone number may be requested by a Public Records Examination Request filed through the Illinois Freedom of Information Act. The information requested will not be used for the purpose of furthering any commercial enterprise or interest.

APPLICATION CONTINUES ON THE BACK →

Volunteer Application 2/05

B. WAIVER, HOLD HARMLESS AND INDEMNITY:

1. I fully understand and agree to assume all risks of injury associated with my participation in the District's volunteer program.
2. I understand that the District has accident insurance coverage for volunteers. Accident insurance coverage will pay up to \$25,000.00 for medical and hospital expenses and up to \$2,500.00 for death or loss of limb or sight. Accident insurance is written on the "excess" basis. If I have other insurance that would respond, that insurance would be primary, and the coverages provided by the District's insurance carrier would be secondary, or "excess". If I have no medical insurance, then the accident insurance provided by the District's carrier would be primary. I hereby waive any and all claims against the District, its Commissioners, employees, agents and other volunteers in excess of the aforementioned amount for bodily injury or death arising out of, or in any manner connected with, my participation in the District's volunteer program.
3. I will defend, indemnify, keep and hold harmless the District, its Commissioners, employees, agents and other volunteers, from all damages, judgments, expenses (including attorney fees) costs or liabilities in law or equity suffered because of the injury to or the death of any person or persons, or because of damage to property that may arise out of, or as a consequence of, my negligent or intentional acts while participating in the District's volunteer program.

Volunteer's Signature

Date

Type or Print Volunteer's Name

NOTE: If the volunteer is under 18 years of age, a Parent or Guardian of the Volunteer must sign this Agreement on behalf of the Volunteer, agreeing to the terms and conditions of this Agreement. If applicable, the PARENT or GUARDIAN must sign below.

Signature of Parent

Signature of Guardian

OR

Type or Print Parent's Name

Type or Print Guardian's Name

Date

APPLICATION CONTINUES ON THE NEXT PAGE →

Volunteer Application 2/05



CRIMINAL BACKGROUND & DRIVERS' LICENSE CHECK CONSENT FORM

The Forest Preserve District of DuPage County requires periodic criminal background checks of all full-time, part-time, temporary, contractual, seasonals and volunteers (**age 17 and over**). The District also requires drivers' license checks for those classifications utilizing District vehicles/equipment. These measures are being instituted in an attempt to ensure the safety of participants, employees and volunteers.

EMPLOYEE/VOLUNTEER/APPLICANT INFORMATION

Applying to Become a (n):	<input type="checkbox"/> Employee <input type="checkbox"/> Seasonal/Intern <input type="checkbox"/> Volunteer <input type="checkbox"/> Other
----------------------------------	--

Last Name:	First Name:	Middle Initial:	
-------------------	--------------------	------------------------	--

Date of Birth:	____ / ____ / ____ <small>MONTH / DAY / YEAR</small>	Sex:	M F	Race:	W B I A U
Drivers' License Number:		<small>(Circle One)</small> Codes for Race: White.....W Black.....B American Indian/Alaskan.....I Asian/Pacific Islands.....A Unknown.....U			

If you may be known by another name (i.e., pre-marriage, alias), please indicate: Yes No

If so, when was the last year you used this name? _____

Other Last Name:	Other First Name:	Other Middle Initial:	
-------------------------	--------------------------	------------------------------	--

I certify that the information provided above is true and complete. I understand that false or misleading information given in my employment or volunteer application, interview(s) or on this form will render my application void and will be just cause for termination in the event of my employment or volunteer assignment. I authorize you to make a criminal background investigation in arriving at a decision regarding my employment or continuation of employment or volunteer status. I further authorize the Illinois State Police to release criminal background information as part of the criminal background investigation and the Secretary of State to release driving records as part of the drivers' license check.

Signature: _____ Date: _____

Volunteer Interview Record

Volunteer Name _____ **Date** _____

1. Why are you interested in volunteering at DuPage Convalescent Center?
2. Do you have any special skills or talents you could bring to the Center?
3. Do you have any previous volunteer experience? If so, what/where
4. Are you currently involved with any community/after school activities? If yes, what?
5. Have you ever visited or worked in with the elderly or in a long-term care, rehabilitation facility or hospital before? If so, can you share an experience that you learned from?
6. What do you hope to gain out of your volunteer experience?
7. Give me three words that best describe yourself.
8. If I were a reporter and going to write a story about you, what would you like me to write?
9. Are you willing to make a commitment of three months/six months?

Checklist:

- Video/Background Check
- Organization Description, History
- Resident Population
- Special Care Units (Alzheimers and Sub Acute)
- Responsibilities: Complete orientation and paperwork. Sign in/out, nametag, uniform, fulfill schedule, call in for absence and report injuries
- Tour
- Discuss placement & start date
- Recreation Calendar and Contract (Teens)
- HIPAA and Job Description
- Feeding Residents, Blue Band and Yellow Spoon
- Mission, handbook and Resident rights
- C.A.R.E. Hotline; Compliment & Concern Program; Policy & Procedure Book; and Emergency Manual
- Special Events
- TB Testing
- Picture for Nametag
- Answer any questions

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Volunteer Interview Record

Overall Assessment

Appearance

_____ Helpful, Poised, neat
_____ Unacceptable

_____ Helpful, Acceptable

Reaction to Questions

_____ Helpful, Interested, volunteered information
_____ Evasive

_____ Helpful, Answers questions
_____ Confused

Disposition

_____ Outgoing, pleasant, confident
_____ Withdrawn, moody

_____ Reserved
_____ Suspicious, antagonistic

Interpersonal skills

_____ Adept at dealing with others
_____ Uncomfortable

_____ Relatively at ease with others

Notes:

Reference Call Required: Yes No

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Volunteer Position Assignment

Volunteer Position:

Sunday Monday Tuesday Wednesday Thursday Friday Saturday

Flexible Number of times per month _____

Weekly Bi Weekly Other 1st 2nd 3rd 4th 5th _____

Scheduled Hours _____ to _____

Start Date _____

Primary Supervisor _____

Orientation Date _____ Orientation Time _____

Contact Person _____

Special Instructions:

You may contact the Staff Education Nurse to schedule your required Tuberculosis (TB) Skin test at 630-784-4311

***If you are unable to fulfill the above commitment, please contact
Volunteer Services at 630-784-4260***

Your Volunteer Commitment

I accept the invitation to volunteer on behalf of the DuPage Convalescent Center in the following position:

Sunday Monday Tuesday Wednesday Thursday Friday Saturday

Flexible Number of times per month _____

Weekly Bi Weekly Other 1st 2nd 3rd 4th 5th

Scheduled Hours _____ to _____

Start Date _____

Primary Supervisor _____

I will read and review the Volunteer introductory packet and job descriptions prior to the orientation and follow the policy and procedures I will learn at the volunteer orientation scheduled for

Orientation Date _____ Orientation Time _____

Contact Person _____

You may contact the Staff Education Nurse to schedule your required Tuberculosis (TB) Skin test at 630-784-4311

I have agreed to a 3 or 6 month commitment to the residents of DuPage Convalescent Center that will expire on _____. If I am unable to follow through with this commitment, I agree to contact the Volunteer Office.

Volunteer Signature

Date

Volunteer Service Representative

*****VolunTeen's Only*****

As a VolunTeen at the DuPage Convalescent Center, I agree to the following:

I have read and agree to assist the staff and residents of the DuPage Convalescent Center in fulfilling the mission to provide a greater quality of life for the residents.

I commit to my volunteer schedule for a three-month period as determined by the Volunteer Supervisor and myself. I understand that my schedule may be changed when in agreement of the Volunteer Supervisor and myself.

I will arrive and leave promptly at my scheduled times and make appropriate arrangements for transportation to and from the Center.

I will perform my duties appropriately, efficiently, and completely as described in the Volunteer Position description.

I will report as scheduled, at the appropriate time, and take the responsibility to notify the Volunteer Department of any changes in my schedule due to sickness, vacation, or extenuating circumstances.

I will behave in an appropriate and mature manner at all times knowing I am working in someone else's home.

I will wear the required "VolunTeen" T-shirt as well as the nametag, both provided by the Center.

I agree to keep information about the residents confidential and private.

I agree to keep an open line of communication between the Volunteer Department and all supervisors that guide me during my volunteer service.

I will review the appropriate materials provided to me upon entering the VolunTeen program, attend any required orientations and training, and respond to any inquires made by the Volunteer Department by phone or by mail.

Due to Federal Law, if I am under 18 years of age, I will not smoke any tobacco product on DuPage County property or while in attendance of any Convalescent Center activities.

I will share this "VolunTeen Commitment Agreement"" with my parent or guardian for their approval.

VolunTeen Initials _____

Volunteer Services Representative Initials _____

The Rights and Responsibilities of a YMCA Volunteer



The material for the rights section of this piece is adapted from an unknown source. The material under the responsibilities section is original.

As a YMCA volunteer, you have a right...

To be treated as a partner and coworker, not as free help.

To be given a meaningful assignment, with consideration for your individual interests, skills, and life experience.

To be kept in the know about the YMCA's programs, policies, and people through frequent communications that may include conversations, meetings, memos, and newsletters.

To be given orientation and training for the job that is thoughtfully planned and effectively presented.

To be given continuing education and training, including information about new developments and training for greater responsibility.

To be given sound guidance and direction by someone who is experienced, well informed, patient, and thoughtful, and who has the time to invest.

To be given accurate recordkeeping that includes hours of service, recognitions received, and contributions and accomplishments.

To be treated respectfully and to be given equal consideration for all volunteer assignments, regardless of age, income, disabilities, sex, background, or religion.

To be given a variety of experiences through promotion to assignments of more responsibility, through transfer from one assignment to another, and through special assignments.

To be heard, to have a part in planning, to feel free to make suggestions, and to have respect shown for an honest opinion.

To be given recognition in the form of promotion, awards, and simple day-by-day expressions of appreciation and respect from coworkers.

To be given a work environment that is energetic, conducive to work, and fun!

As a YMCA volunteer, you have a responsibility...

To have at heart the interests of the kids, families, adults, and communities the YMCA serves.

To understand the YMCA's mission and goals, realizing that the association has accepted your voluntary service and participation in order to achieve those goals.

To abide by the commitments you make, doing what you say you will, when you say you will.

To speak up, asking questions and sharing ideas, enthusiasm, and concerns.

To accept supervision, knowing that everyone is accountable to someone: the staff to the executive director, the executive director to the board, and the board to the community.

To offer criticism constructively, seeking to understand before judging.

To continue to grow and to learn more about the job, the YMCA, and the YMCA way.

To recognize that nonprofit does not mean non-competent; both YMCA paid staff members and volunteers have talents and gifts to exchange with each other.

To treat all people with loving kindness and open communication, regardless of age, income, ability, background, sex, or religion.

To act as a responsible member of our YMCA family, learning the give and take necessary for the common good.

To become a voice for the community in the Y and a voice for the Y in the community.

To seek joy in your volunteer service; having fun is an essential part of volunteering at the YMCA.

YMCA of Metropolitan Chicago
VOLUNTEER POSITION DESCRIPTION
Ambassador/Courtesy Desk Greeter/Receptionist

REPORTS TO: **Membership Relations Director or
Courtesy Desk Supervisor**

GENERAL FUNCTION

Provide excellent customer service to members and potential members at the customer service desk.

QUALIFICATIONS

Customer service experience, a warm and friendly attitude, and knowledge about the YMCA and its programs and services.

PRINCIPAL ACTIVITIES

1. Greet members and guests with a smile and by name.
2. Swipe membership cards for member access. Ask members to please meet with a customer service staff member if access is denied.
3. Give facility tours to potential members and invite them to join.
4. Represent the YMCA at community fairs and events when possible to promote YMCA membership.
5. Answer member and guest questions, or refer them to someone who can help them.
6. Inform supervisor of any issues that need his/her attention (safety concerns, member dissatisfaction, etc.).
7. Demonstrate YMCA Character Development Values: Honesty, Caring, Respect, Responsibility.
8. Adhere to YMCA ExCEED customer service standards, including wearing the prescribed uniform when performing YMCA volunteer assignment.

TRAINING

1. New Employee/Volunteer Orientation
2. Child Abuse Prevention
3. Customer Service/ExCEED
4. CPR/First Aid
5. Emergency Procedures/Bloodborne Pathogens

TIME OFF

Written notification of need for time off is to be submitted at least a week in advance, except in cases of illness (see Time Off Request Form). It is the responsibility of the volunteer to arrange coverage for his/her shift(s) in his/her planned absences. The Membership Relations Director/Customer Service Desk Supervisor must be notified of substitutions.

ENVIRONMENT

Large, busy, multi-use facility. High level of contact with members, residents and local community.

HEALTH & SAFETY REQUIREMENTS

Volunteers are advised on OSHA standards through required signage and administrative updates as compliant with federal law.

CUSTOMER SERVICE STATEMENT

Our number one goal is to provide outstanding customer service. Every YMCA volunteer is expected to be: a good listener, knowledgeable, friendly, professional, helpful, and willing to go the extra mile. We demonstrate the values of caring, honesty, respect, and responsibility as role models in the YMCA and the community.

It is understood that the volunteer will also perform other reasonable related duties if requested by the immediate supervisor or other YMCA management staff. This position description is not a written or implied contract. It will be reviewed periodically and may be revised if deemed necessary. Performance reviews are conducted semi-annually.

Volunteer Signature

Date

Supervisor Signature

Date

YMCA of Metropolitan Chicago
90-DAY ORIENTATION CHECKLIST

Volunteer Name _____ Position _____

Start Date _____ Center Name _____

Complete this checklist within the first 90 days after a volunteer begins an assignment. When all orientation items have been completed, the volunteer and his/her supervisor sign the form at the bottom and send it to the Executive Director or Metro Department Head for his/her signature. Then the orientation checklist should be placed in the volunteer's file.

Oriented By:

Date:

YMCA Mission/Character Development _____

Center Tour and Introductions _____

Position Responsibilities _____

Program or Department Guidelines _____

Schedules and Sign-Sheets _____

ExCEED/Customer Service & Uniform Standards _____

Emergency Procedures _____

Bloodborne Pathogens _____

Child Abuse Prevention _____

Vehicle Policies _____

(if the volunteer will be transporting YMCA members or clients as part of his/her assignment)

Performance Review Process _____

 Volunteer Signature

 Date

 Supervisor's Signature

 Date

 Executive Director/Metro Department Head Signature

 Date



YMCA of Metropolitan Chicago
VOLUNTEER TIME OFF FORM

Please submit time off notices a minimum of two weeks in advance of the dates you are taking time off. We appreciate your professionalism and cooperation to ensure that YMCA programs and services are not interrupted or impacted by your absence.

Volunteer _____ Date _____

Days/Dates Time Off Is Needed _____

Substitute During Time Off _____

Volunteer Signature _____

Supervisor's Signature _____ Date _____



YMCA of Metropolitan Chicago
VOLUNTEER TIME OFF FORM

Please submit time off notices a minimum of two weeks in advance of the dates you are taking time off. We appreciate your professionalism and cooperation to ensure that YMCA programs and services are not interrupted or impacted by your absence.

Volunteer _____ Date _____

Days/Dates Time Off Is Needed _____

Substitute During Time Off _____

Volunteer Signature _____

Supervisor's Signature _____ Date _____



YMCA of Metropolitan Chicago
VOLUNTEER PERFORMANCE EVALUATION

Volunteer Name _____ Position _____

Start Date _____ Center Name _____

I. General Performance Evaluation

ER= Exceeds Requirements **MR** = Meets Requirements **DNMR** = Does Not Meet Requirements **N/A** = Not Applicable

FACTOR	RATING	COMMENTS
<p>1. Quality of Work. The level of skill and ability the volunteer applies to meet the position requirements.</p>	<p>ER MR DNMR N/A 0 0 0 0</p>	
<p>2. Quantity of Work. The amount of work the volunteer accomplishes in performing the requirement of the position.</p>	<p>ER MR DNMR N/A 0 0 0 0</p>	
<p>3. Technical Skills & Knowledge. Meets requirements to successfully perform the position.</p>	<p>ER MR DNMR N/A 0 0 0 0</p>	
<p>4. Customer Service & Teamwork. Provides efficient, courteous, prompt service. Works harmoniously with others.</p>	<p>ER MR DNMR N/A 0 0 0 0</p>	
<p>5. Attendance & Punctuality. Dependable, rarely late or absent. Notifies supervisor to report delays and/or absences.</p>	<p>ER MR DNMR N/A 0 0 0 0</p>	
<p>6. Assumption of Responsibility. Takes initiative to begin, follow through and complete assignments without close supervision.</p>	<p>ER MR DNMR N/A 0 0 0 0</p>	
<p>7. Safety. Knows and follows safety rules, regulations and emergency procedures. Alert for possible safety violations.</p>	<p>ER MR DNMR N/A 0 0 0 0</p>	

II. Key Results Evaluation

ER = Exceeds Requirements **MR** = Meets Requirements **DNMR** = Does Not Meet Requirements **N/A** = Not Applicable

List Major Position Responsibilities Below and Evaluate Each One	ER	MR	DNMR

III. Overall Evaluation **ER** **MR** **DNMR**

Next Review* _____
 *Must review again within 30 days if any DNMR are indicated.

Volunteer Comments _____

My signature acknowledges that this evaluation has been discussed with me, not my agreement or disagreement with its contents.

 Volunteer Signature

 Date

 Supervisor's Signature

 Date

 Executive Director/Metro Department Head Signature

 Date



APPENDIX TWO

- This resource list has been edited and adapted from the bibliography in Volunteer Management: Mobilizing All the Resources of the Community, (Downers Grove: Heritage Arts) 1996 by Steve McCurley and Rick Lynch. An extensive and comprehensive bibliography, compiled by McCurley over many years, can be found online at www.energizeinc.com.
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