Links

Volunteer Management	Link
CASA Volunteer recruitment, interviewing, management and motivation	http://www.casanet.org/program-management/volunteer-manage/index.htm
Chronicle for Philanthropy's articles on Volunteer management	http://philanthropy.com/jobs/archive/volunteerism.htm
E-Volunteerism – Electronic Journal for Volunteerism (some international information)	http://e-volunteerism.com/
Corporation for National and Community Service site for volunteer leadership and management	http://www.nationalserviceresources.org/epicenter/
Corporation for National and Community Service Newsletter on Emergency Management - Volunteer Management Fall 2002 – excellent material	http://www.nationalserviceresources.org/filemanager/download/293/homeland_security.pdf
United nations Volunteer Site – International	http://www.worldvolunteerweb.org/
Several E-Books available only online (out of print) that have some tried and true methods of management and recruiting as well as more technical material such as measuring outcomes for projects that will help in funding projects	http://www.energizeinc.com/art/elecbooks.html
Professional Organization of the Association for Volunteer Administration – wonderful articles and discussion boards	http://www.avaintl.org/
The Corporation for National and Community Service engages Americans of all ages in service to help strengthen communities	www.nationalservice.org
This is a project of the RGK Center for Philanthropy and Community Service at the LBJ School of Public Affairs at the University of Texas at Austin. – great library of resources on volunteer management	http://www.serviceleader.org/new/
Outstanding article about the cost of volunteers by the Grantmaker Forum on Community and National Service	http://www.gfcns.org/pubs/Cost%20Volunteer%20FINAL.pdf
A collection of list servers for volunteer issues	http://www.avaintl.org/network/cybervpm.html
An excellent bibliography on Volunteerism books – Check with the nearest university for some of them or interagency opportunities at your own library.	http://www.nonprofits.org/lib/bib3.html
Excellent Portal for anything Volunteer –	http://www.nonprofits.org/npofaq/

great links on specific issues	
Grant Writing	**Link**
The Foundation Center	www.fdncenter.org
GrantsNet - American Association of Grant Professionals	www.grantsnet.org
Chronicle of Philanthropy – Journal for the Non-Profit World	http://philanthropy.com/
Free tips on grant writing and interacting with the federal government - the tips and checklist are good articles	http://users.erols.com/p2c2/winning.html
List of Corporate Foundations	http://www.nwm.org/community/grantstreet/GSFiles/GSWebLinks/CorpFounLinks.htm
List of Private Foundations	http://www.nwm.org/community/grantstreet/GSFiles/GSWebLinks/PrivFounLinks.htm
Comprehensive list of funding resources	http://www.nwm.org/community/grantstreet/GSFiles/GSWebLinks/PubOtherLinks.htm
The Foundation Center - very helpful free newsletters	http://www.fdncenter.org/
Developing a Grant Proposal – excellent article	http://www.cfda.gov/public/cat-writing.htm
Polaris Grant Solutions has great tips and hints as well as foundation lists	http://www.polarisgrantscentral.net/
Government Portal	http://www.firstgov.gov/Business/Business_Gateway.shtml
Non-profit grant writing resources	http://www.npguides.org/
Other	**Link**
Statistics on Volunteering in the United States	http://www.bls.gov/news.release/volun.toc.htm
At the Texas Institute for Public Problem Solving (TIPPS), All TIPPS courses are fully accredited by the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE). They cover a wide variety of community policing subjects and have led to countless success stories. TIPPS is a Regional Community Policing Institute (RCPI), which is part of a national network of RCPIs established through a Department of Justice, Community Oriented Policing Services, and Regional Community Policing Institute cooperative agreement.	www.utexas.edu/lbj/tipps
The Terrorism Research Center	www.homelandsecurity.com
The Heritage Foundation – Homeland Security	www.heritage.org/Research/HomelandDefense
Program for International and Homeland Security at The Ohio State University	www.acs.ohio-state.edu/homelandsecurity/research
USEPA National Homeland Security	www.epa.gov/ordnhsrc

Research Center	
Volunteer Evaluation Form from CASA	http://www.casanet.org/program-management/volunteer-manage/casaeval.htm
Some good program evaluation forms that are free on this site	http://www.volunteertoday.com/VPES/vpesmoreinfo.html
A Canadian site that has great free samples of forms and a good program for evaluating the value of volunteers to an organization.	http://www.library.on.ca/Profinfo/Volunteers.html
Volunteer Risk Assessment and Risk Management	http://www.riskinstitute.org/periscope.asp?article_id=1036
VIPS site with absolutely great program guides, application forms and other forms	http://www.policevolunteers.org/law/resources.htm
Homeland Security Research	www.hsrc.biz
Program for International and Homeland Security at The Ohio State University	www.acs.ohio-state.edu/homelandsecurity/research
NIAID Biodefense Program	www.niaid.nih.gov/biodefense
Technical Support Working Group – Combating Terrorism	www.tswg.gov
The Anser Institute for Homeland Security	www.homelandsecurity.org

RESOURCES

1. Samples of Forms
   - Robin Popik
   - City of Plano
     - A. Volunteer Job Description
     - B. Sample Timecard
     - C. Registration Form
     - D. Incident Log
     - E Sample Positions
     - F. EVRC Resource List

2. From Planning to Evaluation
   - Kathy McCleskey
   - KM Consulting and Training Connection
     1. A Strategic Approach to Volunteer Leadership

VIP

Disaster Volunteer Job Description

Date Prepared: _____ Job Title: _____

Supervisor: _____ Work Location: _____

Time Commitment

Duties

Qualifications

Training Required

Special Considerations: _____

Return

Sample Time Card

Volunteers In Plano
1409 Ave K, Plano TX 75074
972-941-7114 – fax 972-941-7469

VOLUNTEER TIME SHEET

_____ Month _____ Year

Name _____

Dept. _____

Dates Worked	# Of Hrs Worked	Comments
	Total hrs. worked	

* Please turn in your time sheet to your department volunteer coordinator by the **last weekday** of the month. **Thank you!**

Return

Agency,
Address

EMERGENCY VOLUNTEER REGISTRATION FORM

Name:_____**Home Phone:**_____

Home Address:_____**Work Phone:**_____

City, State, Zip:_____ **Email:**_____**Cell Phone:**_____

Emergency Contact Information

Name:_____ **Relationship:**_____**Phone:**_____

Name:_____ **Relationship:**_____**Phone:**_____

Special Medical Considerations (if any):_____

1. Special Skills:

Office Skills:
- ❑ Accounting
- ❑ Clerical
- ❑ Computer
- ❑ Interviewer
- ❑ Phones
- ❑ Management
- ❑ Messenger
- ❑ Languages (Specify):

Manual Skills:
- ❑ Carpentry
- ❑ Clean Up/Hauling
- ❑ Electrical Repairs
- ❑ Equipment Operator
- ❑ Food Preparation
- ❑ Plumbing Repairs
- ❑ Radio Communications
- ❑ Warehouse Worker

People Skills:
- ❑ Animal Care
- ❑ Child Care
- ❑ Counseling
- ❑ Elder Assistant
- ❑ First Aid
- ❑ MD of _____
- ❑ Reg. Nurse
- ❑ EMT
- ❑ Nurse Practitioner
- ❑ Legal _____

2. Professional

Licenses/Certificates:_____

Valid Driver's License: State_____ #_____ Other Photo ID:_____

3. Equipment & Resources:
- ❑ Bicycle, Motorcycle (# & type)
- ❑ Boat (type)
- ❑ Cell Phone
- ❑ Chain Saw (gas, electric, size)
- ❑ Computer, Printer (type)
- ❑ Copy/FAX machine (type)
- ❑ Food/Cooking Supplies
- ❑ Generator (portable, trailer mounted)
- ❑ Medical/First Aid Supplies/Equip
- ❑ Pump (type, capacity)
- ❑ Radio (type, 2-way, CB, Walkie-Talkie)
- ❑ Truck (type, 4-WD, capacity)
- ❑ Water (size of containers, etc.)
- ❑ Work Tools (shovels, wheelbarrows, etc.)

3. Date Available: _____

Days/Times: All or M T W T F S S am/pm/nights/any #hours available_____

4. Interviewer:_____**Date:**_____

5. Job Assignment Made: Yes ☐ No ☐ Organization Name:_____

6. Reporting Location:_____**Contact:**_____

7. Follow-Up: (Referrals for Orientation, Training; Other Assigmnents; Phone Calls; Total Hrs Donated; Recognition) **(VOLUNTEER SCREENING IS THE RESPONSIBILITY OF THE RECEIVING AGENCY/ORGANIZATION)**

Return

Incident Log

Incident Log - Page # _____				
Item #	Date	Time	Incident/Issue	Action

Return

Sample Positions

Position	Reports to:	Duties
ARES Coordinator	EVRC Manager	Immediately accessible for EVRC shifts. Monitors communications through radio networking. Keeps staff informed of volunteer and agency needs. Able to communicate with EOC, ICS and County EOC through radios
Assistant Facilities Coordinator	Site Coordinator - separate	Supports Library Supervisor and EVRC Site Director; handles facility maintenance at EVRC site; procures and replenishes site supplies as needed.
Data Entry Tech	Database Manager	Enters volunteer applications, agency request and supply needs as reported by EVRC Manager; enters individual volunteer information as received (electronically or manually); maintains/updates database.
Database Manager	Logistics	Sets up computer area at EVRC site (connect to database); monitors computer system; oversees data input and maintenance of agency, assets and volunteer data. Located 203 laptops for back up machines in case of electronic failure.
Database Manager	Logistics	Sets up computer area at EVRC site (connect to database); monitors computer system; oversees data input and maintenance of agency, assets and volunteer data. Located 203 laptops for back up machines in case of electronic failure.
EOC Liaison	EOC/ EMS Coordinator	Stationed at EOC; immediately accessible, must be knowledgeable about city, county and state resources and operations. Communicates emergency situation updates and volunteer needs to EVRC.
EVRC Manager	EOC/ EMS Coordinator	Immediately available and knowledgeable about city, county and state non-profit assistance. Oversees EVRC activation plan; starts call out procedure, opens EVRC, sets up schedule and assignments according those available; receives agency and volunteer requests and updates from EOC; works with Texas VOAD and CCVOAD for community and state available resources. Works with PIO to get info out to the public.
Greeter	Squad Leader	**(Traffic Control)** The purpose of this station is to greet potential volunteers and citizens, direct them to the correct location in the EVRC, and answer general questions. It is important for these volunteers to recognize people in crisis and to notify an EVRC Manager.
Intake Receptionist	Squad Leader	The Intake Receptionist should be set up in a location where it is the first thing the public sees as they enter the EVRC (circulation desk at library). The purpose of this station is to receive potential volunteers, hand out applications, and answer general questions. This station should have at least two or three Intake Receptionist Technicians assigned to it during peak times.
Language Coordinator	Logistics	Provides interpreters for EVRC site as needed *(Top needs are: Spanish, Mandarin, Farsi, Japanese, and Vietnamese) Keep in touch with PISD Language Coordinator and the International Preschool for interpreters*
Logistics Coordinator	EVRC Manager	Works with EVRC Manager to set up site; supervises site set up and operations; distributes operational materials/supplies; oversees set up of medical and refreshment areas.
Medical Tech	Logistics	Oversees set up of EVRC medical area; checks in all personnel by checking vitals and asking questions about health and medicines. Handles minor medical emergencies at EVRC site; arranges treatment/transportation to medical facilities as needed. Can send volunteers home or suggest they rest if necessary before taking a shift.

Phone Bank Staff	Phone Bank Supervisor	Two types -: Type one registers volunteers over the phone and directs callers to agencies/ resources based on their need. The second type will receive requests for agencies. These volunteers will have a form and a list of questions to ask agencies. A registration number will be given out to the agency, so their request can be followed up. **Phone operators should participate in briefing sessions so they can provide up-to-date information.**
Phone Bank Supervisor	Squad Leader	Sets up phone banks; supervises phone bank volunteers, responds to citizen/volunteer questions. Works with agencies to fill needs.
Recorder	Squad Leader	Records and tracks agency positions and placements on board, so everyone can see immediate needs and availability. *Must be a very detail orientated person*
Refreshment Coord.	Logistics	IMMEDIATELY sets up refreshment area at EVRC Site; maintains food/drinks and refreshment area supplies.
Runner		Assists EVRC Manager; delivers information/supplies as needed.
Screening/Assigning tech	Squad Leader	Responsible for reviewing application for additional skills and interests, times of availability and readiness to volunteer (not just today but in the future). Verifies name with driver's license or photo ID (staff initial), checks for an emergency contact name and number, special medical conditions (have volunteer initial if there is something in this spot) and reviews line that says "Volunteer Screening is the responsibility of the receiving agency/organization," and have them initial that (it is a type of release). Will work closely with Recorder to place volunteers.
Scribe	EVRC Mgr & Squad Leader	Documents all EVRC activities, spending, incidents and take minutes at shift debriefings. EVRC Manager, Squad Leaders, Logistics Coordinators and others should keep you informed when things occur so they can be documented
Site Coordinator	Separaten	Opens library designated as EVRC site and contacts appropriate staff; ensures delivery of EVRC site supplies; oversees facility operations. *(Fire and Police have access keys and codes at all libraries to open facilities, if needed.)*
Squad Leader	EVRC Manager	Contacts all squad volunteers; oversees set up of volunteer intake and screening/assignment areas at EVRC site; supervises intake and screening/assignment areas; notifies EVRC Manager of operational/volunteer needs

Return

EVRC SUPPLY BOX LIST

The EVRC Supply Box should contain an ample supply of the following when you receive it:

Signs:
EVRC Banner (English and Spanish)
Volunteer Check-In
Volunteer Screening
Volunteer Orientation
Volunteer Registration
First Aid
Waiting Area

Applications:
Agency Applications
Volunteer Applications
VIP Applications (only used for those assigned to City personnel/assignments)
Individual and group time records
City of Plano Accident Forms
Volunteer Evaluation Forms
Incident Evaluation Forms
Log Book for Event and Costs
Hard Copy database, laptops w/ memory, printer, ink,

Office supplies:
Velcro
Tape – 2 rolls masking, 2 rolls duct and 4 rolls Scotch
10 Sharpie Permanent felt pens
50 ballpoint pens
1 box of pencils
3 small pencil sharpeners (battery operated?)
6 each/1 box Hi-Lighters (yellow and pink)
1 box pushpins
4 In & Out trays
6 clipboards
2 boxes paper clips – various sizes
5 staplers
5 boxes staple refills
2 scissors
5 legal pads of paper
500 Name badges/ID cards
Stick-on name labels
File folders and labels
Post-it flip chart pad

General supplies
Phones – portable, cellular, hands
City and County maps
Emergency Contacts phone list
Volunteer job descriptions
Personal items
Tissue
Aspirin/Tylenol
Toothbrush/toothpaste
Women's personal hygiene items

Already at locations:
Battery operated radio
Midland Weather Radio from FD -- already in libraries
Battery-operated clock
Flashlights and batteries
Coffeemaker and supplies

B. First Aid supplies are already at EVRC locations

First-Aid Kit Contents
2-inch sterile roller bandages – 3
2-inch sterile gauze pads – 4-6
3-inch sterile roller bandages – 3
4-inch sterile gauze pads – 4-6
Antiseptic cleansing wipes (Alcohol preps)
Antiseptic ointment
Blood pressure cuffs
Assorted sizes of safety pins
Cleaning agent / soap
First aid tape roll
Hydrogen peroxide
Ibuprofen
Latex gloves – 1 box
Moistened towelettes
Petroleum jelly or other lubricant
Scissors
Sterile adhesive bandages in assorted sizes
Thermometer + covers
Toweling
Triangular bandages – 3
Tweezers
Tylenol
Uniscope

Return

THE STARTING POINT

V A L U E S	MISSION VISION VISION PRIORITIES GOALS ACTION MEASUREMENT EVALUATION	E V A L U A T I O N

A SYSTEM FOR MANAGEMENT FOR VOLUNTEER PROGRAMS

P L A N

MISSION
VISION
GATHER INFORMATION AND ASSESSING NEEDS

O R G A N I Z E

BASIC ORGANIZATION OF A VOLUNTEER PROGRAM
GOALS
ACTION
MEASUREMENT
VOLUNTEER TASKS/ACTIVITIES

S T A F F

RECRUIT
INTERVIEW AND SCREEN
PLACEMENT

D I R E C T

SUPERVISION
ORIENTATION AND TRAINING
RECORD KEEPING
MOTIVATION
COMMUNICATION
RECOGNITION

C O N T R O L

EVALUATION

THERE MUST BE CONTINUAL FEEDBACK AT ALL PHASES OF MANAGEMENT BETWEEN THE VOLUNTEER STAFF AND THE PAID STAFF. WITHOUT IT THE ENTIRE PROCESS WILL NOT WORK SMOOTHLY.

"NOTHING HAPPENS, BUT FIRST THE DREAM." CARL SANDBURG
"THE FUTURE BELONGS TO THOSE WHO BELIEVE IN THE BEAUTY OF THEIR DREAMS." ELEANOR ROOSEVELT

Adapted from "Survival Skills for Managers", by Marlene Wilson.

Where to begin with your Volunteer Program?

Strategically thinking about what you are doing

- What are you supposed to be accomplishing?
- What are you accomplishing?
- Where do you want your program to be next year, 2 years from now, 3 years from now?
- What will it take to get there?
- How will you know when you have arrived?

Strategically thinking is a continuous process of: ©

1. involving the right stakeholders.
2. making internal and external assessments.
3. strategically defining direction.
4. identifying key priorities.
5. agreeing on the organizational plans.
6. monitoring the implementation of the plans.

Why think strategically?

Where have you been with your program?

- Where has your organization been?
- Who has contributed money?
- What significant events have made your organization what it is today?
- Who has served on your board?
- Who has volunteered for your organization?
- How many have volunteered?

Who cares about your program?

- What do your volunteers think about your program?
- What does the board think about your program?
- What does the staff think about your program?
- What does the community think about your program?
- What do funders think about your program?

What is happening out there in reference to your program?

- What areas in your community are impacting on how your program is currently operating?
- What areas state and nation wide are impacting on how your program is currently operating?
- How are the people in your community impacting on how your program is currently operating?

(PLAN/GATHER AND ASSESS)

Mission Statement

(PLAN)

- What is the mission of your volunteer program?
- Why does your program exist?
- How does it impact on the organization it serves?

Vision Statement

(PLAN)

- What will your program look like in the future?
- What will it be accomplishing?

Vision Priorities

(PLAN)

HOW CAN VOLUNTEERS SUPPORT THESE?

- Considering the vision and the mission of your volunteer program, what steps will it take to get to the future of your volunteer program?

Goals

(ORGANIZE)

WHAT CAN VOLUNTEERS DO?

- What are some “things” that will help you make these priorities a reality?
- Which of these supports the priorities you have established in the most direct way and the simply nice to do goals?

Actions

(ORGANIZE)

HOW WILL VOLUNTEERS DO IT?

- What specific steps are needed to ensure the goals are completed?
- Which ones should come first, second etc?
- Who should or can accomplish each one of these?
- Can you wrap your ARMS around these? (achievable, relevant, measurable, specific)

Measurement

(ORGANIZE)

WHAT WILL SUCCESS LOOK LIKE?

- What will success look like when these are completed?
- How will you know they have hit the target you were aiming for?

What Organizational Planning Can Do for Your Organization? ©

- Assist in achieving clarity and agreement on an organization's mission and vision while at the same time ensuring the staff is aligned on the same purpose.
- Ensure the organization is practicing effective stewardship to maintain their clients trust.
- Helping to determine what is occurring when there is change and how your organization can manage it.
- Determine what impact strategic thinking can have on decision making and problem solving.
- Assist in continuously improving what you are doing.

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BEFORE YOU RECRUIT HAVE YOU . . . .

COMPLETED THE FOLLOWING	YES	NO
Has there been a needs assessment performed?		
Is there a current vision and mission statement pertaining to volunteers in the organization?		
Has a goal been established for the volunteer placement?		
Are there policies and procedures in place?		
Are there written task descriptions?		
Are there written performance expectations?		
Is the staff trained to work with volunteers?		
Is there a volunteer handbook containing policies, procedures, history, staff names and positions, tasks descriptions, performance standards, background check information, etc.?		
Have the roles of paid and volunteer staff members been clarified?		
Is there a budget to support the use of volunteers?		
Has a recruitment strategy been developed for potential volunteers? Is there a plan?		
Have you completed a marketing analysis of the best way to recruit?		
Is there a recognition plan in place?		
Is there a training plan in place for volunteers including an orientation?		
Do you know when, where, and how volunteers will fulfill their responsibilities?		
Have clear lines of communication between paid staff, volunteer staff, the volunteer program manager, etc. been developed?		
Have the mechanisms for solving volunteer disputes been developed?		
Is there a clear allocation of space, parking, technological assistance, etc. for the volunteers?		
Has a method of where to keep volunteer's applications, time records, evaluations, recognition's received and other data to be stored been determined?		
Is there a volunteer evaluation system in place?		
Is there a system in place about how the evaluations will be conducted?		
Have you determined the expected outcome of the volunteer's service?		
Have you determined what your agency offers volunteers?		
Have you developed an interview plan?		

SUMMARY OF COMPETENCY STATEMENTS FROM THE ASSOCIATION FOR VOLUNTEER ADMINISTRATION

I. COMMITMENT TO THE PROFESSION:
- A. Ethical Practice
  - 1. Profession Ethics in Volunteer Administration
    - a. Awareness

b. Commitment
2. Ethical Decision Making

B. Theories of Leadership

II. PLANNING AND CONCEPTUAL DESIGN

A. Knowledge of Organizations
1. *Organizational Overview*
   a. *Mission*
   b. *Structure* & Governance
   c. *Policies & Procedures*
   d. *Communication Channels*
2. Organizational Resources
   a. Human Resources
   b. Financial Resources
3. Organizational Operations
   a. Programs & Services
   b. *Stakeholders*
   c. *Image*

B. The Planning Process
1. *Elements of Strategic Planning*
2. Elements of Operational Planning
3. Implementation
4. Evaluation

III. RESOURCE DEVELOPMENT AND MANAGEMENT:

A. Volunteer Systems Management
1. *Organizational Readiness*
2. *Identification of Volunteer Roles*
3. *Recruitment*
   a. *Theories*
   b. *Marketing strategies*
4. *Placement Process*
   a. *Screening*
   b. *Interviewing*
   c. *Placement*
5. *Recordkeeping*
6. *Technology*

B. Volunteer Performance Management
1. *Orientation*
2. *Training*
   a. *Design*
   b. *Implementation*
3. Theories of Supervision
4. Supervisory Situations
   a. On-site/Off-site
   b. Individual/Group
   c. Ongoing/Episodic

C. Staff/Volunteer Relationships
1. *Staff Engagement*
2. Staff Training
3. Team Building
   a. Consensus Building

b. Conflict Resolution

D. Risk Management
1. Identification/assessment
2. Evaluation
a. Applications
b. Record Checks
c. Training
d. Supervision

E. Financial Resource Management
1. Types
2. Donor Identification
a. Contributors
b. Volunteers as donors
c. Special Events

IV. ACCOUNTABILITY:

A. Monitoring and Evaluation
1. Methodologies
a. Measurements
b. Data Collection
c. Outcomes
2. Customer Service

B. Reporting
1. Program
2. Finances
a. Budgeting
b. Monitoring

V. PERSPECTIVE AND RESPONSIVENESS

A. Cultural Competence
1. Human rights
2. Diversity
3. Inclusively

B. Global Volunteerism

C. Managing Change
1. Theory
2. Strategies

D. Strategic Relationships
1. Theory
2. Strategies
3. Partnerships
4. Networks

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