



Community Blueprint Network

serving veterans, military service members, and their families

Effectively Leveraging Volunteers to Serve the Military Community



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Overview

In order to leverage volunteers to their fullest potential, you need to have a disciplined approach to volunteer management. As part of your discipline, you need to adopt certain effective volunteer management practices that target volunteer recruitment to both serve with the military community as well as meet the needs of the military community.

Volunteers bring their time, voice, talent and sometimes even money to help meet the mission of your group or organization. Volunteers are investments and by contributing their skills, knowledge, experience, tools, community relationships, etc. to your overall efforts, they make your group more adaptable, resourceful and sustainable. The more volunteers you can effectively manage, the greater the likelihood that your efforts will be sustainable and scalable. It is important for those organizations serving the military community to recruit from that community and invite them to serve and serve again.

It is vital that a community have an effective volunteer infrastructure in every organization that serves the military community. A volunteer hub can provide these services to the entire network of community-based organizations serving this population. A strong volunteer infrastructure is built on four basic principles (note: these principles were taken from Reimagining Service):

- **Principle 1:** The volunteer ecosystem is more effective when all sectors participate in its evolution. We are interdependent when it comes to this work and together we can increase the impact of volunteerism by working to improve the system across all sectors (i.e., nonprofit, private, faith-based, education, government).
- **Principle 2:** Make volunteering a core strategic function, not an add-on. Engaging volunteers effectively can help an organization serve more people in the community as well as change the core economics of an organization.
- **Principle 3:** Rather than responding to the supply of volunteers, focus volunteer engagement on true community needs. Identify key priorities in the community then purposefully seek out volunteers with the core skills needed to address those priorities. We should also strive to measure our volunteers by their impact, not just the hours they serve.
- **Principle 4:** In order to get a return, you have to invest. Organizations that make volunteers central to their work and manage them well are able to generate as much as six times the cost of managing them. This is a smart way to maximize impact, but it requires upfront and ongoing financial investment

Do you have a strong, effective volunteer infrastructure? Take a look at these assessment questions to help you identify strengths and potential areas for improvement:

www.reimagining-service.org/pdfs/PDF01.pdf

When targeting the military community, it will be helpful to remember that service members and veterans will likely welcome being asked to serve their community. On the other hand, military family members will likely not respond to a direct invitation to serve as they are already serving within the community through Family Readiness Groups, religious institutions, etc. It would be best to partner with these groups if you are targeting family members for recruitment. By following the Service Enterprise model of effective volunteer management, you can ensure that your organization has the necessary infrastructure to grow your volunteer program. There is every possibility that another organization within your community will be shadowing your efforts – in order to limit duplication of effort connect to your local volunteer hub.



Connect to your Volunteer Hub

Volunteer hubs are organizations or structures that serve as a one-stop shop for everything service- and volunteerism-related in a community. Often these hubs are HandsOn Action Centers or Volunteer Centers like a United Way organization. These organizations work to leverage volunteer resources to help organizations better meet their mission. Sometimes they serve as volunteer managers for multiple organizations providing volunteer management expertise to local community-based organizations. They help better leverage volunteers and minimize the community's risk when using volunteers. They also help provide a positive experience so volunteers continue to serve. With a hub, communities enjoy a high-level view of which organizations are engaged in the community and the ways that volunteers are being utilized – this helps to decrease the duplication of efforts and increase collaboration between organizations.

In your community, a volunteer hub can be an efficient way to mobilize volunteer resources to meet the needs of the military community. With a hub in place, it will be easier to identify gaps in service, opportunities to serve and investigate the community's needs. They are also a great way for the members of the military community to reach out and begin to engage in civilian service.

More than 300 communities in the country have a volunteer hub (e.g., HandsOn Action Network, United Way, Cities of Service). Volunteer hubs are organizations that serve as a resource for volunteering and service in the community. Sometimes these hubs are nonprofit organizations whose sole mission is to support volunteering (like HandsOn Action Centers) or sometimes these hubs are initiatives inside other nonprofit organizations or government agencies like city or state government (like Cities of Service or State Service Commissions). These hubs help mobilize volunteers around community issues, lead volunteer projects and programs, and work to connect volunteers with the organizations that need them. These volunteer hubs usually also have many partnerships with community-based organizations like nonprofits, communities of faith, schools and government agencies. Because of their relationships with community agencies and volunteers, they are great partners for efforts involving the Community Blueprint.

Once you connect with your hub, set up a time to meet with management to discuss military and civilian service strategies. While you are meeting, discuss whether the hub:

- Engages military communities in service and volunteerism
- Engages the service community to fill gaps in service that your government, veterans and military agencies are not able to fill
- Specifically targets military community members as leaders in volunteer efforts
- Has processes, policies and procedures to ensure that volunteers are being managed effectively

Find your Volunteer Hub

Go to HandsOn Network at www.handsonnetwork/actioncenters/welcome to find a HandsOn Action Center near you. If an Action Center does not exist, check to see if you are a “City of Service” at www.citiesofservice.org and/or connect with your State Service Commission to learn more about resources for volunteering in service in your state at www.nationalservice.gov/about/contact/statecommission.asp.

Effective Volunteer Management Practices

NOTE: Tools to support the implementation of these practices are provided by Points of Light and are listed in the additional resources section.

Planning Your Volunteer Program

Develop a Purpose Statement

One of the first tasks a volunteer organization should accomplish is to write a purpose statement for their volunteer program. Your purpose statement should include insight from people throughout your organization; make sure to include any existing volunteers, staff members, supervisors, your executive director and any available advisory committee members. The purpose statement should take the organization’s vision and mission into account as well as the role of volunteers. Your purpose statement can be used to empower current volunteers, recruit more of the right volunteers, demonstrate your programs value and help your volunteer manager stay focused on achieving the goals of the program. You can also use the purpose statement in cover letters, press releases, and marketing and outreach materials.

Benefits of Leveraging Volunteers

While it can be challenging finding and supporting the right volunteers keep in mind that there are significant benefits. The benefits of a well-run volunteer program include:

- Better community input and outreach
- Additional human resources for your organization to help build its capacity to serve more and better
- Additional expertise and access to the corporate and foundation sectors

Volunteers are able to act as a conduit to other organizations. Volunteers provide your organization with the ability to react to short-term crises and changing community conditions. They also help maximize both financial and staff resources and, often times, bring experiences and expertise that your organization would not normally be able to acquire.

Identify Appropriate Volunteer Positions



When planning your volunteer program, you should conduct interviews with current staff, volunteers and clients. You can even facilitate focus groups so that you can conduct an organizational needs assessment and identify appropriate roles for volunteers within your organization. These roles should focus on meeting the mission of your organization, which should be working to meet unmet community needs. Once these roles are identified, the next step is to generate volunteer position descriptions for each position you would like to create. All volunteer positions should meet the needs of the organization and the community, and have a risk-management strategy that the organization is comfortable with. Volunteer positions should require a reasonable amount of training, but should not replace a paid position.

Risk Management

Any human endeavor will include a certain amount of risk and utilizing volunteers in your organization is no different. Some programs, like mentoring and transportation services, are riskier than painting or event planning. You can manage risk by identifying the risks, evaluating whether it can or should be prevented, if it is acceptable or if it requires insurance to limit the organization's exposure. You can also conduct screening for potential volunteers, interviewing them and checking their backgrounds and references. Supervise them, provide them with an orientation to your program and train them on their tasks (most will require training of some variety) and have them fill out waiver forms when appropriate. Identify potential risks in a volunteer position and implement preventive strategies into the position description, screening, orientation, and training and supervision of your volunteers. Remember that not all volunteer positions have the same level of risk and will require different risk management strategies.

Identify Required Resources

When identifying resources needed to manage an effective volunteer program, you should remember that some of the program's items have a direct cost associated with them. Print media like manuals, documents, recruitment flyers and brochures all cost money. You will also likely conduct background and motor vehicle checks. Other cost include staff time for the recruitment, training and supervision of the volunteer, office space and equipment for the volunteer, and professional development for your staff, which may include volunteer management training. In order to secure the resources you need for the program, you may want to create a volunteer advisory council possibly chaired by a board member who understands the value of volunteers for your organization; you may also prepare a quarterly report on the value of the volunteer program to your organization.

Recruiting and Placing Volunteers: Matching Volunteer Skills with Service Needs

Developing a Position Description

You will need to write a position description for each volunteer opportunity within your organization. A good position description will make the process of matching an organization's needs and goals with a volunteer's interests and skills easier by outlining the tasks, skills, abilities and interests relevant to the position. The position description can include, but is not limited to: the title of the position, work location, who the volunteer will report to, purpose of the position, responsibilities and duties, qualifications for the position, expected commitment, any training necessary and the benefits of the position to the volunteer.

Recruit for Positions

You will likely need to target your recruitment efforts in order to attract a volunteer with the right attitudes and skill sets. The steps for targeted recruitment of volunteers are: 1) Target your market; 2) Craft a volunteer recruitment message that sells the benefits and shares the features of the position; 3) Craft a simple, powerful message to motivate the volunteer to join your team; and 4) Design a communications strategy that can include Facebook, newspapers, public service announcements, speeches at community events, YouTube, etc.

Define techniques for screening, interviewing and matching volunteers with positions. Screening volunteer applicants ensures that you will work with individuals who meet the minimum requirements of a position, and that they understand what is expected of them. Screening is also essential for the risk assessment process. After the volunteers have been screened, you may want to spend some more time with them, especially if they will spend much time unsupervised, will have access to vulnerable populations or will be required to handle funds or operate a vehicle. This additional screening can take the form of an interview. During the interview, you will be able to determine the support the individual will likely need, if they fit the position, and begin to develop a relationship with the volunteer that could result in their initial “buy in” to the program. You may also elect at that time to modify the position description to better suit the volunteer’s skill set.

Orienting and Training Volunteers: Achieving Service Excellence

Volunteers who receive proper orientation to their organization and training in their tasks will be much more efficient and will be more likely to have a positive experience and thus continue volunteering. The main point of the orientation should be to describe the organization and how the efforts of the volunteer will fit with the overall mission and purpose of the organization. You should also review your code of conduct at this time, which should include a list of behaviors that will not be tolerated and the resulting disciplinary process(es). Training should provide the volunteer with specific knowledge, skills and attitudes they will need to perform their duties, as well as the volunteer’s role as it relates to the mission of the organization. With proper training, volunteers will do their duties well, stay within their assignment’s boundaries, take whatever safety precautions necessary in performing their duties and have a positive overall experience.

There are four basic steps to planning volunteer orientation and training:

1. Identify training needs: The knowledge, skills or attitudes that your volunteer may need to improve
2. Design the training: Should be relevant, build on the participants experience, be interactive, allow for applied learning and the training’s value should be immediately apparent to the volunteer
3. Deliver the training: Should answer each of the following questions: When will you deliver the training? Where will you conduct it? Who will deliver the training? How will the training be conducted?
4. Assess and refine training: Assessments can take the form of written participant evaluations, a reflection exercise at the end of the training and through volunteer’s performance evaluations (at staged increments after the training)

Supervising Volunteers: Maximizing the Volunteer Experience

Well-supervised volunteers will continue to volunteer, perform more effectively and improve your group's image. Supervising volunteers can be divided into three basic steps:

1. Defining and communicating clear expectations about your group's policies, procedures and operations, the volunteer's responsibilities and functions, and the organization's responsibilities towards them
2. Guiding and supporting your volunteers by providing instructions, directions, feedback, corrections, information, freedom and the resources they need to perform their duties well
3. Ensuring that your volunteers feel rewarded and recognized by providing a positive environment, structure and work that is personally rewarding. Newer volunteers may also be motivated by a need for greater affiliation with your group. You may choose to highlight a volunteer in print or on the web, hold an annual recognition event or even secure a proclamation from your governor or mayor to honor a special volunteer.



Evaluation: Improving Results through Data and Feedback

An evaluation provides data to make critical decisions about a program, allowing the organization to continuously improve practices/services to their community and improve the volunteer experience. It also provides enough data for the organization to better communicate its story later. Evaluations can be process-based, goal-based or outcome-based. Process-based evaluations address program design and efficiencies; goal-based evaluations assess the degree to which a program is meeting its goals; and outcome-based evaluations ask if the activities of the group led to the desired outcome expressed by the community/clients.

Evaluations can be broken down into 10 steps:

1. **Convene an evaluation team:** How many people are needed? Who should be involved? What skills are needed? How often should the group meet?
2. **Identify your purpose:** Why you are conducting an evaluation and what decisions do you want to make upon completion of the evaluation?
3. **Connect evaluation efforts to organizational planning:** How does the evaluation connect with the organization's goals, objectives or tactics?
4. **Identify/allocate resources:** What resources do you have to support the planning and implementation of the evaluation?
5. **Identify stakeholders:** Who will the final summary or report be written for? Who has an interest in the evaluation results?
6. **Identify audience:** Who are you evaluating and why?
7. **Design your evaluation:**
 - a. Determine the type of evaluation you will use: process-based, goal-based and/or outcome-based
 - b. Identify the information needed
 - c. Identify evaluation method(s)
 - d. Develop instrument
 - e. Pilot or test
8. **Conduct evaluation:** Collect the data as planned.

9. Analyze results and interpret data: The data sorting, analyzing and interpretation process will vary based on the type of data you have collected.

10. Communicate results: Report results to key stakeholders.

Evaluations can be conducted through questionnaires, surveys, interviews, observation of the community, focus groups and documentation reviews. When communicating the results of your evaluation, it is important to consider the time you will have to communicate and what information is most important to the stakeholders/audience. You will need to explain your evaluation process and the people who participated in order to provide context for the data. You can communicate your results through a report, a summary, graph, chart, a series of pictures, a quote or a full presentation depending on the time available and the audience. At a minimum, you should include an executive summary, introduction that includes the evaluation's purpose, a description of who participated, the methods used in collecting your data set and any findings, conclusions, next steps or interpretations of your data.

Measures of Success

For the purposes of leveraging volunteers to implement the Community Blueprint and to better serve and serve with the military community, the following are some potential outputs or success measures that focus on measuring “the what.”

- Volunteer satisfaction – How satisfied are volunteers with their service experience?
- Volunteer retention – Do volunteers who serve once with you return to serve again?
- Number of volunteers (including youth) serving the military community – The number of volunteers engaged in service opportunities that benefit veterans, service members and their families.
- Number of veterans, service members and their families engaged in service.

When you as an organization are ready, you can begin to take your evaluation a step further and work to measure the “so what.” These measures focus on what happened as a result of the activity. A widely accepted method for measuring the “so what” is called the logic model. A logic model is a diagram demonstrating the materials and activities that will produce the desired programmatic results. There are four elements of a logic model: inputs, processes or activities, outputs and outcomes. Logic models help you ask questions like what are the right inputs and activities that will produce the right output and outcome. Using logic modeling also forces you to think about outcomes. Outcomes refer to short, intermediate and long-term changes that occur during or as a result of your program. These are changes to:

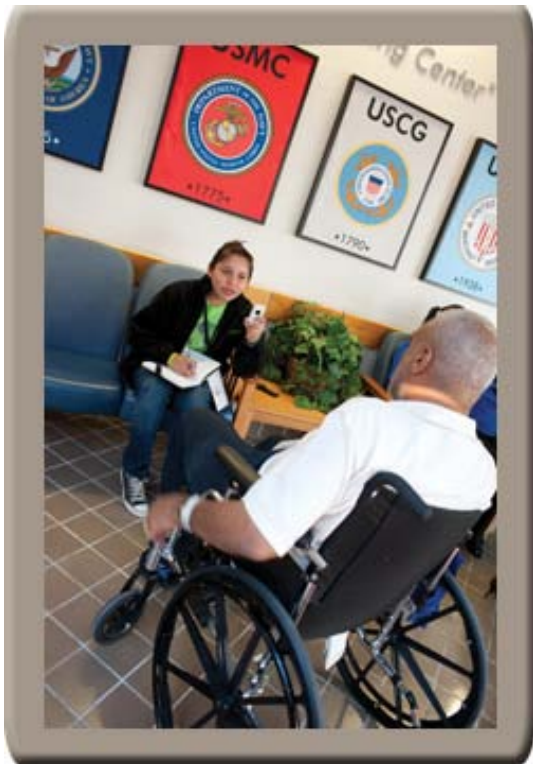
- Knowledge and skills (often considered to be short-term outcomes)
- Behaviors (often considered to be intermediate-term outcomes)
- Values, conditions and status (often considered to be long-term outcomes)

Examples could include:

- 50 percent of student veterans are proficient in a new trade
- 45 percent of resident veterans returned to the workforce and are now employed in full-time positions

To learn more about logic modeling, check out the resources listed in the additional resources section.

Leveraging the Assets of the Military Community: Targeted Volunteer Recruitment



Veterans and their families are talented, natural volunteers with valuable skill sets easily adapted to the challenges facing our communities. Their families have consistently stepped up to handle unmet needs – military family members volunteer at much higher rates than the rest of the population. Best of all, they are waiting to be asked to serve. We should help those who need it, and embrace those ready and able to serve. The military community is a great place to recruit volunteers because they already understand the military lifestyle and have an esprit de corps, learned through that military lifestyle where everyone is stronger when they work together.

There is an army of veterans, service members and military families waiting for someone to ask them to serve. In “All Volunteer Force,” the authors point out that 62 percent, or about 1.1 million – a whole army – of current conflict veterans are willing to volunteer five or more hours a month. Amazingly, 74 percent of veterans under 30 have not been asked to serve. Ninety-two percent of veterans see service as important to them and 90 percent see it as the basic responsibility of every American. Finally, veterans bring a host of proven skills: management and supervision, leadership of diverse groups, team building, and operational or logistics skills.¹ Veterans are a valuable untapped resource within communities across the nation.

In many ways, reaching out to the military community is as simple as reaching out to your friends and family as there are people all around us who have served or are currently serving. Take time to invite these individuals to serve. You can also visit military installations and check in with the volunteer coordinator on the installation. Look into Family Readiness Groups (FRG), religious institutions or utilize Facebook, Google+, Twitter and other social media. Set up a table at any event that honors veterans in your area, or at your local farmers’ market.

You can also reach out to the military community in your area by participating in a program like 9/11 Day of Service, Veterans Day of Service, setting up a service fair or by implementing one of the promising practices outlined within the Community Blueprint. The Blueprint has defined the following “Impact Areas” as having great potential for addressing the needs of the military community: behavioral health, education (both K-12 and higher education), employment, family strength, financial management and legal assistance, housing stability and homeless assistance, and integration.

The following are provided by Volunteer Washington and supported by Corporation for National and Community Service.



Sample Recruitment Messages

- YOU have served your country. YOU are an asset to your community. Share your experience and skills in your community. Volunteer.
- Our Nation's Heroes are assets to our communities. There are many opportunities to use your skills, talents, and experience to continue to serve in your community. You can serve. Be a hero in your community!
- You have much to give. America's service members and their families offer a vast range of valuable skills needed in the community. There are many ways to serve, and many reasons. Each one is an opportunity to express your patriotism, advance your skills, deepen your ties to the community, and do lasting good.

Benefits of Service

Service has protected the freedom of all Americans, and your family's support has made that commitment possible. That commitment carries over to community service. Opportunities are all around you—in our schools, parks, theaters, service clubs, and food banks. Be a mentor to a young person. Help a senior stay in their home. Lead a program on physical fitness or emergency preparedness. You can volunteer for a day, a month, or in an ongoing role. Volunteer roles are flexible and provide opportunities for you to learn new skills as well as offer your experience and skills. Volunteering is also a great way to get to know new people and network for job opportunities. Whether you are volunteering to meet people, to take on a new challenge, further develop your leadership skills, or just to know that you've helped someone, being a volunteer can bring you pride, satisfaction, and fun!



Additional Resources

Volunteer Hub

- [://www.handsonnetwork.org/actioncenters/](http://www.handsonnetwork.org/actioncenters/)
- [://www.handsonnetwork.org/actioncenters/](http://www.handsonnetwork.org/actioncenters/)
- [://apps.liveunited.org/myuw/](http://apps.liveunited.org/myuw/)
- [://www.citiesofservice.org/cities-of-service-playbook /](http://www.citiesofservice.org/cities-of-service-playbook/)
- [://www.nationalservice.gov/about/contact/statecommission.](http://www.nationalservice.gov/about/contact/statecommission.)

General Volunteer Resources

- Points of Light Institute: [.Pointsoflightinstitute.](http://Pointsoflightinstitute.)
- HandsOn Network: [.handsonnetwork.](http://handsonnetwork.)
- Corporation for National and Community Service: [://www.nationalservice.gov/](http://www.nationalservice.gov/)
- National Service Resource Center: [://nationalserviceresources.org/](http://nationalserviceresources.org/)
- Volunteering in America: [://www.volunteeringinamerica.gov/](http://www.volunteeringinamerica.gov/)
- Independent Sector: [://www.independentsector.org/programs/research/qv01main.](http://www.independentsector.org/programs/research/qv01main.)
- The Council for Certification in Volunteer Administration: [://www.cvacert.org/](http://www.cvacert.org/)
- Non-Profit Risk Management Center: [.nonprofitrisk.](http://nonprofitrisk.)
- Reimagining Service: [://www.reimagining-service.org/Home.](http://www.reimagining-service.org/Home.)
- Developing and Managing Volunteer Programs:
[://managementhelp.org/staffing/outsrcnq/volunteer/volunteer.](http://managementhelp.org/staffing/outsrcnq/volunteer/volunteer.)
- Council for Certification in Volunteer Administration: [://www.cvacert.org/](http://www.cvacert.org/)
- Volunteer Management Resource Center: [://www.idealists.org/](http://www.idealists.org/)

- A list of books and articles on the subject of role of a volunteer manager: [://www.energizeinc.com/art/subj/role](http://www.energizeinc.com/art/subj/role).

Group Organizing and Social Innovation

- Stanford Social Innovation Review: [://www.ssireview.org/](http://www.ssireview.org/)
- Here Comes Everybody: Organizing Without Organizations: [://www.youtube.com/watch?v=](http://www.youtube.com/watch?v=)
- Social Innovation Conversations: [://sic.conversationsnetwork.org/](http://sic.conversationsnetwork.org/)

Social Media Resources

- Alison Fine Blog – Social Media for Social Change: [://afine2.wordpress.com/](http://afine2.wordpress.com/)
- Beth Kanter – How Nonprofit Organizations Can Use Social Media to Power Social Networks for Change: [://beth.typepad.com/](http://beth.typepad.com/)
- National Service Resource Center – Social Media: [://www.nationalserviceresources.org/program-management/social-](http://www.nationalserviceresources.org/program-management/social-)
- Case Foundation – Social Media Tutorials: [://www.casefoundation.org/social-media-](http://www.casefoundation.org/social-media-)
- Tips for Entering Your Nonprofit into the Social Media Environment: [://www2.guidestar.org/rxa/news/articles/2009/tips-for-entering-your-nonprofit-into-the-social-media-environment](http://www2.guidestar.org/rxa/news/articles/2009/tips-for-entering-your-nonprofit-into-the-social-media-environment).
- Getting the Personal – Professional Mix Right in Social Media: [://www.slideshare.net/kivilm/personal-professional-mix-in-social-media-for-](http://www.slideshare.net/kivilm/personal-professional-mix-in-social-media-for-)

Volunteering Trends and Research Resources

- Volunteering In America – National Volunteer Data from CNCS: [://www.volunteeringinamerica.gov/](http://www.volunteeringinamerica.gov/)
- Independent Sector – To learn the standard value of volunteer time: [://www.independentsector.org/programs/research/volunteer_time](http://www.independentsector.org/programs/research/volunteer_time).
- Energize, Inc.: [://www.energizeinc](http://www.energizeinc).

Local Resources

- State Service Commissions: [://www.nationalservice.gov/about/contact/statecommission](http://www.nationalservice.gov/about/contact/statecommission).
- HandsOn Network Affiliates: [://www.handsonnetwork.org/](http://www.handsonnetwork.org/)
- DOVIAs: Many communities have a DOVIA (Directors of Volunteers in Agencies). DOVIAs are local groups that vary in size and focus, but generally promote professionalism in volunteer management, advocate for issues concerning volunteerism, provide volunteer managers with opportunities to network, and offer professional training and development opportunities. To find a DOVIA near you, visit [.energizeinc.com/prof/dovia](http://energizeinc.com/prof/dovia).
- Corporate Volunteer Councils: Corporate Volunteer Councils (CVCs) are local coalitions of businesses that either have employee and/or retiree volunteer programs or are interested in initiating such programs. CVCs enhance the effectiveness of employee volunteer program managers through networking, training and access to best practices. To find a CVC near you, contact the HandsOn affiliate in your area. [://www.handsonnetwork.org/](http://www.handsonnetwork.org/) .

Publications and Books

- Chronicle of Philanthropy – The newspaper of the nonprofit world: [.philanthropy](http://philanthropy).
- e-Volunteerism – An online quarterly "publication" on topics related to volunteering: [.evolunteerism](http://evolunteerism).

- Campbell, Katherine Noyes, and Susan J. Ellis. (1995). *The (Help!) I-Don't-Have-Enough-Time Guide to Volunteer Management*. Philadelphia, PA: Energize, Inc.
- Connors, Tracy Daniel, ed. (1995). *The Volunteer Management Handbook*. New York, NY: John Wiley and Sons.
- Ellis, Susan J. and Jayne Cravens. (2000). *Virtual Volunteering Guidebook*. Energize: Available at no charge on the Energize website at: energizeinc.com.
- Fisher, James C. and Katherine Cole. (1993) *Leadership and Management of Volunteer Programs*. San Francisco: Jossey-Bass.
- Kretzman, J. P., and J. McKnight. (1997). *Building Communities From the Inside Out: A Path Toward Finding and Mobilizing Community Assets*. New York, NY: Acta Publications.
- Lee, Jarene Frances, with Julia M. Catagnus. (1998). *What We Learned (the Hard Way) About Supervising Volunteers: An Action Guide for Making Your Job Easier*. Philadelphia, PA: Energize, Inc.
- McCurley, Steve H., and Rick Lynch. (1996). *Volunteer Management: Mobilizing All the Resources of the Community*. Downers Grove, IL: Heritage Arts Publishing.
- Volunteer Management: Mobilizing All the Resources of the Community 2nd Edition by Steve McCurley and Rick Lynch: [://www.bettystallings.com/books/mccurl_volmgmt](http://www.bettystallings.com/books/mccurl_volmgmt).

Ethics

- Professional Ethics in Volunteer Administration, originally developed by the former Association for Volunteer Administration and kept current by the Council for Certification in Volunteer Administration: [://www.cvacert.org/documents/ProfessionalEthicsinVolunteerAdministration-2006](http://www.cvacert.org/documents/ProfessionalEthicsinVolunteerAdministration-2006).

How to Advocate for the Profession

- [://www.idealists.org/en/vmrc/howtoadvocate](http://www.idealists.org/en/vmrc/howtoadvocate).
- A Guide to Investing in Volunteer Resources Management: Improve Your Philanthropic Portfolio (PDF) – The UPS Foundation, Points of Light Foundation and the former Association for Volunteer Administration (includes a section on why volunteer management is critical): [://www.pointsoflight.org/sites/default/files/invest_vrm_guide](http://www.pointsoflight.org/sites/default/files/invest_vrm_guide).
- Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report (PDF) – The Urban Institute: [://www.urban.org/UploadedPDF/410963_VolunteerManagement](http://www.urban.org/UploadedPDF/410963_VolunteerManagement).
- Volunteer Management Practices and Retention of Volunteers (PDF) – The Urban Institute: [://www.urban.org/UploadedPDF/411005_VolunteerManagement](http://www.urban.org/UploadedPDF/411005_VolunteerManagement).

Risk Management

- Nonprofit Risk Management Center, 2010 No Surprises Volunteer Risk Management Tutorial Retrieved from: [://www.nonprofitrisk.org/tools/volunteer/no-surprises](http://www.nonprofitrisk.org/tools/volunteer/no-surprises).
- Volunteers Are Human Resources...or Are They? by Susan J. Ellis in *The Nonprofit Times*, 2003: [.com/art/subj/documents/2003AugustNPTHumanResources_001](http://www.nonprofittimes.com/art/subj/documents/2003AugustNPTHumanResources_001).
- Risk management articles and book excerpts on the topic: [://www.energizeinc.com/art/subj/risk](http://www.energizeinc.com/art/subj/risk).
- Running the Risk: A Risk Management Tool for Volunteer Involving Organizations: [://www.volunteeringaustralia.org/html/s02_article/article_view.asp?id=129&nav_cat_id=164&nav_top_id=61&dsa=](http://www.volunteeringaustralia.org/html/s02_article/article_view.asp?id=129&nav_cat_id=164&nav_top_id=61&dsa=)
- Negotiating the Legal Maze to Volunteer Service – a 1998 "community service brief" from the Nonprofit Risk Management Center: [://www.ed.gov/inits/americanreads/resourcekit/Negotiating/title](http://www.ed.gov/inits/americanreads/resourcekit/Negotiating/title).

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- The Three Top Reasons Volunteers Get Sued – details (and PowerPoint slides) of Sandra Pfau Englund's conference presentation on legal issues related to volunteers, on the nonprofitlaw.com website: [://www.nonprofitlaw.com/volrisk/index](http://www.nonprofitlaw.com/volrisk/index) .
- Volunteer Legal Handbook – legal handbook for nonprofit corporation volunteers offering examples of "awful situations" and how to prevent them, with advice on volunteer screening, evaluation, training and insurance: [://www.iclesoftware.com/VLH7/](http://www.iclesoftware.com/VLH7/)
- Volunteer Risk Management Tutorial – tutorial offered by the Nonprofit Risk Management Center explaining how to control risks in a volunteer program to protect the agency, the volunteers and the clients: [://nonprofitrisk.org/tools/volunteer/no-surprises](http://nonprofitrisk.org/tools/volunteer/no-surprises).
- Volunteers Insurance Service – most established American insurance program for volunteers; site includes online version of their printed newsletter, *VIS® Connections*, at [://www.cimaworld.com/visconnections/](http://www.cimaworld.com/visconnections/) and [://www.cimaworld.com/htdocs/volunteers](http://www.cimaworld.com/htdocs/volunteers).
- Reference checks – screening, interviewing and placement: [://www.energizeinc.com/art/astaf](http://www.energizeinc.com/art/astaf).
- A list of books and articles on screening: [://www.energizeinc.com/art/subj/scre](http://www.energizeinc.com/art/subj/scre).
- Utilizing Role Playing Scenarios in Volunteer Interviewing, Steve McCurley 1994: [://nationalserviceresources.org/files/legacy/filemanager/download/708/roleplay_interviews](http://nationalserviceresources.org/files/legacy/filemanager/download/708/roleplay_interviews).
- A list of articles and books on the subject of virtual volunteering: [://www.energizeinc.com/art/subj/inter](http://www.energizeinc.com/art/subj/inter).
- Volunteer Work Design – Energize, Inc.: [://www.energizeinc.com/art/subj/workdes](http://www.energizeinc.com/art/subj/workdes).
- Step 2: Screening, from the book *No Surprises: Controlling Risks in Volunteer Programs*: [://www.energizeinc.com/art/anos](http://www.energizeinc.com/art/anos).

Generations

- Mixing and managing four generations of employees: [://www.fdu.edu/newspubs/magazine/05ws/generations](http://www.fdu.edu/newspubs/magazine/05ws/generations).
- The Resource Center's "Ask the Expert," Andrea S. Taylor, Ph.D., of Temple University's Center for Intergenerational Learning, in Philadelphia: [://www.nationalserviceresources.org/practices/](http://www.nationalserviceresources.org/practices/)
- Effective Practices Provided by Temple University Center for Intergenerational Learning: [://www.nationalserviceresources.org/ep-](http://www.nationalserviceresources.org/ep-)

Recognition

- 100 ways to recognize volunteers: [://www.maineservicecommission.gov/docs/A.7.%20100%20Ways%20to%20Recognize%20Volunteer%20S](http://www.maineservicecommission.gov/docs/A.7.%20100%20Ways%20to%20Recognize%20Volunteer%20S).
- Volunteer recognition ideas: [://www.energizeinc.com/ideas](http://www.energizeinc.com/ideas).
- Volunteer recognition – Energize Inc.: [://www.energizeinc.com/art/subj/recogn](http://www.energizeinc.com/art/subj/recogn).
- 139 ways to say thank you: [://www.fourh.purdue.edu/downloads/ext_ed/pdf/131and139](http://www.fourh.purdue.edu/downloads/ext_ed/pdf/131and139).

Supervision

- Volunteer supervision – Energize.Inc.: [://www.energizeinc.com/art/subj/super](http://www.energizeinc.com/art/subj/super).
- Becoming a better supervisor: A Resource Guide for Community Service Volunteers: [://www.nationalserviceresources.org/becoming-](http://www.nationalserviceresources.org/becoming-)
- Supervising volunteers – Free Management Library: [://managementhelp.org/staffing/outsrcng/volnteer/volnteer.htm#](http://managementhelp.org/staffing/outsrcng/volnteer/volnteer.htm#)

Volunteer Work Plan

- Library: [://nationalserviceresources.org/star/](http://nationalserviceresources.org/star/)

Diversity

- Cultural Competence and Community Building - The Community Toolbox:
[://ctb.ku.edu/en/tablecontents/index.htm#](http://ctb.ku.edu/en/tablecontents/index.htm#)

Difficult Volunteers

- Terminate or Tolerate: Dealing with a Problem Volunteer: [://srdc.msstate.edu/03mm/ppts/groff](http://srdc.msstate.edu/03mm/ppts/groff).

Recognition

- Giving and Providing Feedback:
[://4h.uwex.edu/resources/mgt/documents/GivingandProvidingFeedback](http://4h.uwex.edu/resources/mgt/documents/GivingandProvidingFeedback).
- A Few Pointers on the Unpleasant Topic of Firing Volunteers:
[://www.utexas.edu/lbj/rgk/serviceleader/leaders/firing](http://www.utexas.edu/lbj/rgk/serviceleader/leaders/firing).
- Books and articles:
 - Marlene Caroselli, *Hiring & Firing: What Every Manager Needs to Know*, SkillPath Publications: Mission, KS. 1993.
 - Linda Graff, *By Definition: Policies for Volunteer Programs*; GRAFF AND ASSOCIATES: Dundas, CA. 1997.
 - Jarene Frances Lee and Julia M. Catagnus, *Supervising Volunteers: An Action Guide*, ENERGIZE Inc:Philadelphia, PA, 1999.
 - Marilyn MacKenzie, *Dealing with Difficult Volunteers*, VMSystems: Downers Grove, IL. 1998.
 - Steve McCurley and Sue Vineyard, *Handling Problem Volunteers*, VMSystems: Downers Grove, IL. 1998.

Evaluation Methods

Focus groups

- Australian Museum. *How do I conduct a focus group?* <http://australianmuseum.net.au/How-do-I-conduct-a-focus-group>
- McNamara, Carter. 2008. *Basics of Conducting Focus Groups*:
<http://managementhelp.org/evaluatn/focusgrp.htm>
- Rennekamp, Roger and Martha Nall. *Using Focus Groups in Program Development and Evaluation*:
<http://www.ca.uky.edu/Agpsd/focus.pdf>

Interviews

- Kiernan, Nancy Ellen (2002). *Volunteer Interviewers in a Phone Interview: What To Consider*. Tipsheet #65, University Park, PA: Penn State Cooperative Extension:
<http://www.extension.psu.edu/evaluation/pdf/TS65.pdf>
- Carolyn Boyce, Carolyn and Palena Neale. 2006. *A Guide for Designing and Conducting In-Depth Interviews for Evaluation Input*:
http://www.pathfind.org/site/DocServer/m_e_tool_series_indepth_interviews.pdf?docID=6301

Observation

- Evaluation Trust. *Observation as an Evaluation Technique*:

<http://www.evaluationtrust.org/tools/observe>

- *Using Direct Observation Techniques* – portfolio/journal assessment:
http://pdf.usaid.gov/pdf_docs/PNABY208.pdf
- Teacher Vision – portfolios: <http://www.teachervision.fen.com/assessment/teaching-methods/20153.html>

Writing Survey Questions

- *Conducting a Survey in Your Community* – a nine-step online guide:
<http://www.communitydevelopment.uiuc.edu/commsurvey/>
- *Conducting Surveys. The Community Tool Box* – gives explanations, examples, related topics, tools and checklists: http://ctb.ku.edu/en/tablecontents/section_1048.htm
- *Creating Good Interview and Survey Questions* – gives examples of poorly worded questions and revised questions: <http://owl.english.purdue.edu/owl/resource/559/06/>
- *Evaluation Handbook*. W.K. Kellogg Foundation. Though written for grantees, it is an excellent reference handbook: <http://www.wkkf.org/~media/10BF675E6D0C4340AE8B038F5080CBFC.ashx>
- *Resource Center*. Zoomerang. Various webinars, articles, response rates, tips and white papers to help build better surveys: <http://www.zoomerang.com/resource-center/>
- *Smart Survey Design*, Survey Monkey – a 35-page guide that includes good versus bad questions, question intent, relevancy, etc.: <http://s3.amazonaws.com/SurveyMonkeyFiles/SmartSurvey.pdf>
- *Survey Design*. Survey System – sections on establishing the goals of the project, determining your sample, choosing interviewing methodology, creating your questionnaire and pre-test the questionnaire: <http://www.surveysystem.com/sdesign.htm>
- *Wikipedia - statistical survey* – describes standardization, advantages and disadvantages of surveys, questions and response formats, modes of data collection, methods to include response rates: http://en.wikipedia.org/wiki/Statistical_survey
- *Questionnaire construction* – describes issues, types of questions, sequencing: http://en.wikipedia.org/wiki/Questionnaire_construction

ⁱ Yonkman, M.M., & Bridgeland, J.M. (2009). All volunteer force, from military to civilian service. *Civic Enterprises*, Retrieved from <http://www.civicerprises.net/pdfs/allvolunteerforce.pdf>