

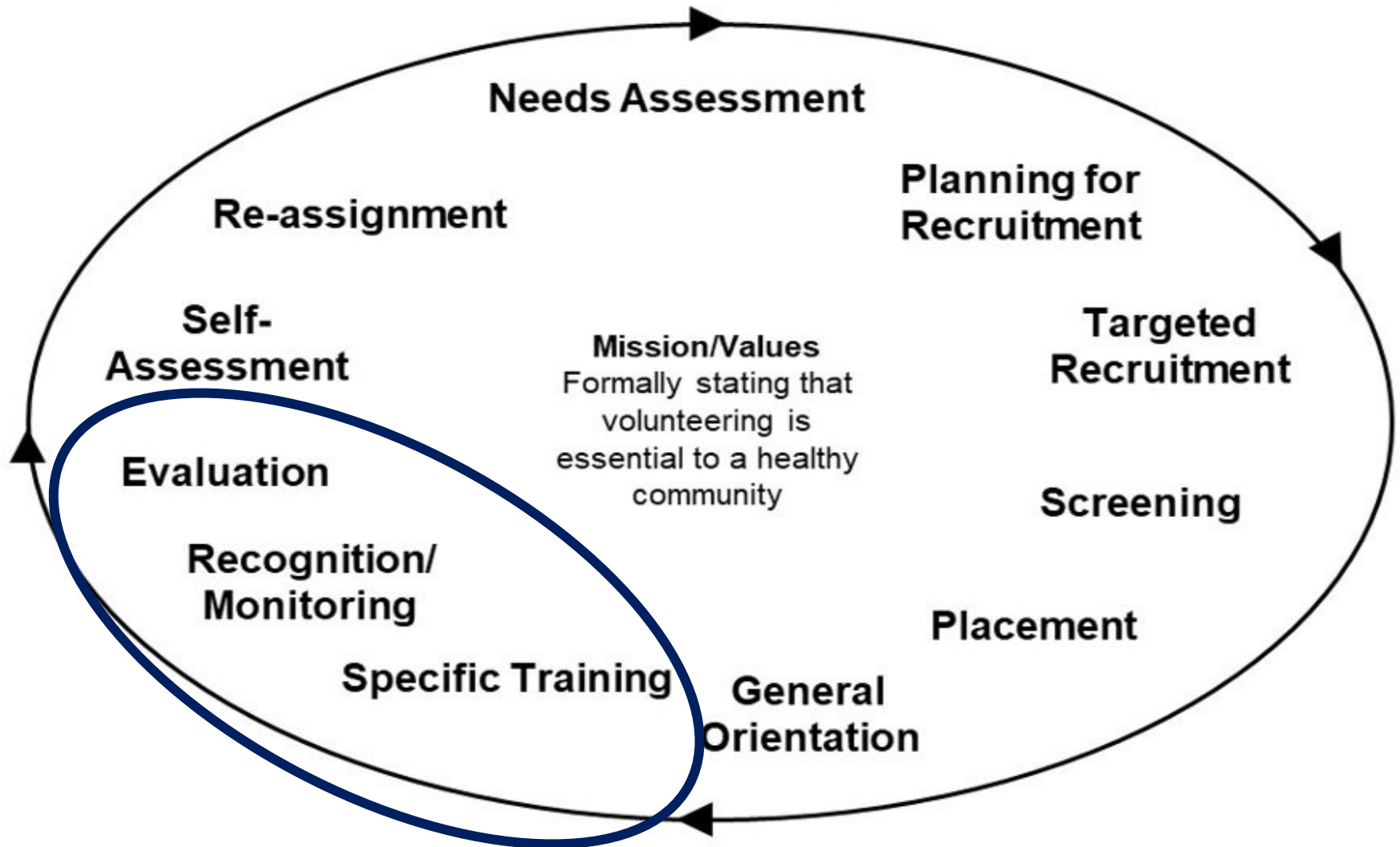
Volunteer Supervision

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Presentation Objectives

- To provide an overview of supervision including training, monitoring, evaluating, and recognizing volunteers.
- To demonstrate the significance of volunteer supervision to the volunteer management profession.

Volunteer Development Cycle



Supervision

Training. Monitoring. Evaluation. Recognition.

A designated supervisor (staff or lead volunteer) is assigned to each role.

Level of supervision depends on:

1. The nature of the volunteer role - short-term (episodic) or long-term?
2. The risk level inherent in the role to self and others
3. The skill and/or knowledge level required to perform the role well

Training

Training provides volunteers with the necessary skills and knowledge to perform their role safely and effectively.

Volunteer Training

- Explain of the purpose of the role and its impact
- Review expectations and responsibilities
- Show the tools and procedures that volunteers will encounter
- Teach specific tasks, skills and logistics
- Define the limits of the role
- Share evaluation processes

Training Methods

1. Formal Training

- Incorporate various training methods include lecture, instruction manuals, group or panel discussions, demonstrations, videos, and more
- Can be presented in-person or online or through a blend of the two

2. On-the-Job Learning

- Demonstrate the skills to be learned or improved
- Allow volunteer to perform tasks while being coached by an expert; answer questions and provide feedback on performance

3. Mentorship

- Match new volunteers with more experienced volunteers formally

Why Is Training Important?

Fulfills due diligence obligations

Ensures the quality of the services your organization provides

Helps to assess whether the volunteer is the right fit for the role

Strengthens the volunteers' sense of belonging

Provides volunteers with an opportunity for growth and development

Allows the organization to provide updates, refreshers or re-training on an ongoing basis.

Monitoring

Volunteers receive the level of support, feedback and direction required for the role, and they are provided with regular opportunities to give and receive feedback.

Monitor and Provide Feedback

Monitoring tools include on-site availability, occasional check-ins, volunteer logs, online reporting system, communication by phone/email, feedback from clients served or feedback from staff/volunteers.

It is important to give volunteers regular **feedback**. Effective feedback is descriptive and refers to a specific situation or action. It's given immediately and concerns a behaviour that can be changed.

Gather Feedback

Introduce probationary and annual satisfaction surveys, along with exit interviews, to gather feedback on how to improve your volunteer management practices, and to show volunteers that they are valuable partners in mission success.

Sample questions:

- Do you feel that you were provided with adequate training to be successful in your role? Please explain.
- Do you have appropriate access to resources and personnel during your experience?
- Do you know exactly what tasks you are responsible for?

Evaluation

Evaluation is an opportunity to periodically assess how well volunteers are performing assigned work, to applaud valuable effort, and to improve or correct problems.

Why Evaluate Volunteers?

- To ensure a standard of service is maintained
- To improve volunteer performance when necessary
- To understand what the organization can do to better support volunteers
- To measure impact by collecting and reviewing quantitative and qualitative data about volunteer involvement

Unstructured Evaluation

- **Best for short-term roles with low risk and/or skill level.**
- Are given during a volunteer shift; comes across as conversational.
- Provide feedback that is specific and timely

Structured Evaluation

- **Best for long-term roles with higher risk and/or skill level.**
- Are given on a scheduled timeline (probationary period or annual basis) as a check-in or when issues arise.
- Formal can be more difficult, particularly if you need to correct a behaviour, change an attitude, or resolve an issue
- Formal evaluations are best when you are prepared. Use standard evaluation documents, ask open-ended questions, and invite feedback.

Evaluation Starts With Setting clear Performance Standards

A standard defines the minimum level of performance acceptable for a particular task or objective.

Some standards will be general, others will relate to a specific position. By establishing standards upfront, we provide direction, clarify expectations and minimize the chances of error.

How to communicate performance standards:

- Job Description
- Agreement or Code of Conduct
- Orientation and Training

Evaluation Meeting

- **Using the RAP METHOD**

- 1. Review the past**

- 2. Analyze the present**

- 3. Plan the future**

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- After the evaluation meeting:

- Take action to resolve any issues that were identified, follow-up on performance, and provide on-going support and feedback

- Be willing to reassign, put on probation or part ways with a volunteer when needed

Recognition

Recognition is acknowledging and celebrating volunteer achievements and their impact with your organization.

Three Pillars of Recognition

1. Recognition is an ongoing and integral part of the volunteer development process.
2. Recognition can be formal or informal and given on more than one occasion.
3. Recognition should be meaningful to the person being thanked and given in a timely manner.

Recognition is an ongoing process

Needs Analysis - Request volunteer input when you develop new opportunities

Recruitment - Share volunteer success stories in recruitment ads on social media

Screening - Ask candidates how they would like to be thanked during the interview

Placement - Match volunteer with appropriate role

Training - Offer a variety of training opportunities

Monitoring - Ask a long-term volunteer to mentor a new volunteer

Recognition is Formal or Informal

Formal recognition refers to honours and events that an organization plans ahead of time (usually on an annual basis) to show appreciation to volunteers.

- Examples include giving pins/certificates for years of service, celebrating National Volunteer Week, submitting award nominations, hosting a party, or giving tokens of appreciation.

Informal recognition refers to day-to-day interactions that express sincere gratitude for the work being done.

- Examples include saying 'thank you', involving volunteers in decisions that affect them, writing a reference letter, or sending a card on the volunteer's anniversary with the organization.

Recognition Is Meaningful

If a volunteers wants to make a contribution

- Let the volunteer know the outcomes of their work

If a volunteer wants to network with others

- Host a party and let the volunteer bring a guest

If a volunteer wants to improve job skills/opportunities

- Offer additional training or provide a reference letter

If a volunteers wants to use skills and expertise

- Promote volunteer to other roles that take better advantage of their talents
- Ask volunteer for their feedback

Volunteer Supervision

is enhanced by effective volunteer training, monitoring, evaluation and recognition.

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