

VOLUNTEER LEADER

2013 Training Manual



**United Way
of Central Indiana**

United Way of Central Indiana would like to acknowledge the extensive work conducted by HandsOn Network on their Volunteer Leader Program. The Volunteer Leader 2013 Training Manual has been inspired and contains material from their work.



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VOLUNTEER LEADER

Introduction

Welcome!

Thank you for choosing to become a Volunteer Leader.

We believe that volunteering is an act of leadership in itself. By volunteering, you have decided that your personal efforts can make a difference with any cause you choose, whether it be feeding the homeless, caring for neglected animals, or helping a child improve academic performance. You should understand and believe that you can improve your community and the lives of those in it through your volunteering.

Volunteers provide a valuable service to the nonprofits where they engage. However, to be most effective, volunteers also require administrative support and management, which is usually provided by a staff member, most commonly the volunteer manager. For some nonprofit agencies, there is a constant struggle to provide the resources and staff time needed for this support. These agencies may need to turn volunteers away or provide experiences that are less meaningful and impactful. The mark of a true leader is certainly to help nonprofits solve their problems, and one important way you can do that is to assume the responsibilities of those staff volunteer management roles, allowing an organization to expand its volunteer efforts.

By deciding to be a Volunteer Leader, you will be taking the next step in your leadership journey by managing your own volunteer projects. Our community is in need of leaders like you that want to drive social change by utilizing your skills and knowledge for the good of others. Thank you for being willing to take a step to help our community become a better place for all.

We hope that you will find this experience rewarding and worthwhile. As a Volunteer Leader, your projects will have significant impact at a nonprofit and build your own leadership skills at the same time. Volunteer Leaders are working to build a stronger community through their efforts and by mobilizing others to be part of this work.

Throughout your leadership role, we will be there to help and support you. We will provide project ideas, connections to quality nonprofit programs, ongoing training and support, and a place you can express ideas, concerns and hopes for the future.

Thank you again, and we look forward to helping you improve lives in Central Indiana.

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VOLUNTEER LEADER

Section 1 **About United Way**

UNITED WAY

In this section you will learn:

- **About United Way of Central Indiana**
- **About United Way of Central Indiana Volunteer Center**

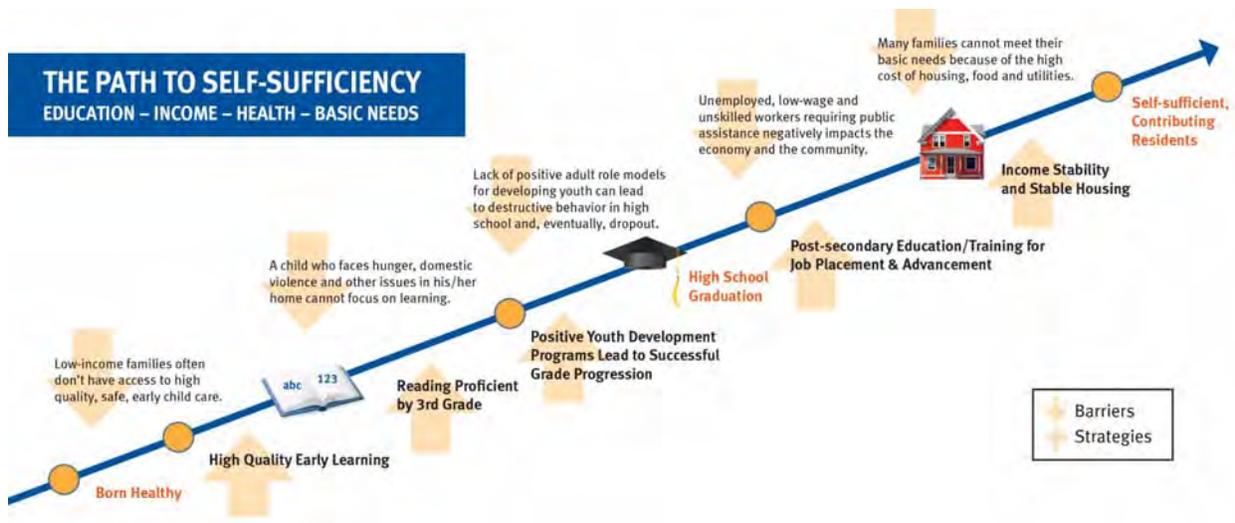
ABOUT UNITED WAY OF CENTRAL INDIANA (UWCI)

United Way of Central Indiana harnesses the collective compassion and resources of the community to improve lives. For more than 90 years, United Way of Central Indiana has supported innovative, practical and efficient agencies and programs in order to address local needs. We advance the common good by focusing on education, income, health and basic needs. These priorities are the building blocks for a good life.

We believe quality education offers the best path out of poverty by increasing opportunities that lead to stable employment. The ability to earn family-sustaining wages coupled with financial literacy increases the opportunity for financial stability and independence. Easy access to services that help keep our community healthy by providing basic needs such as, food, clothing, shelter and medical care help increase the likelihood of a family's or individual's future success.

Our community faces more challenges than any one organization can solve alone. United Way brings together several agencies and partners working together to solve the most important problems in our community. United Way focuses on the root causes – those issues that underline and connect to many other problems. A root cause is the most basic cause (or causes) of a problem that when corrected will prevent (or significantly reduce the likelihood of) the problem's recurrence. United Way believes the most pressing root causes are education, income, health and basic needs.

United Way of Central Indiana supports over 90 organizations throughout Boone, Hamilton, Hancock, Hendricks, Marion and Morgan counties to address the needs of our community.



ABOUT THE VOLUNTEER CENTER AT UNITED WAY OF CENTRAL INDIANA

The Volunteer Center at United Way of Central Indiana connects caring and concerned individuals and businesses to local non-profits to address the needs of our community through effective civic service. Volunteering is a great opportunity to engage in the community and deepen relationships while positively impacting the challenges our community faces. We promote volunteerism and build capacity for efficient volunteer management through training, consultation and by collaborating with community leaders.

Volunteer Center Mission Statement

The Volunteer Center of United Way of Central Indiana builds relationships and mobilizes volunteers as a means to improve lives in Central Indiana. We do that by:

- Engaging diverse volunteers to help United Way of Central Indiana achieve its mission
- Building capacity in the nonprofit and business communities to accomplish community change through volunteer engagement
- Developing the skills and talents of community leaders who will assume volunteer leadership roles
- Providing training, education, and resources that build skills and knowledge essential to volunteering for greatest impact
- Recognizing volunteers who make significant contributions to our community

The Volunteer Center can help individuals, groups, and others find meaningful opportunities for volunteer engagement. Please contact us to learn more about the year-round opportunities that we offer. For additional volunteer engagement opportunities, you may also search our online database at www.uwci.org/volunteer.

VOLUNTEER LEADER

Section 2 **Volunteer Leader** **Overview**

In this section you will learn:

- **Volunteer Leader and other key definitions**
- **Difference between existing Volunteer Leader projects and new projects**
- **Answers to frequently asked questions**
- **Skills needed to be a Volunteer Leader**

What is a Volunteer Leader?

Volunteer Leaders are volunteers who create or assume responsibility for projects that are effectively managed and allow a nonprofit to expand its capacity to complete its mission.

Volunteer Leader projects should:

- Strengthen a nonprofit Partner Organization's ability to complete its mission
- Meet real community needs
- Provide volunteers with a positive and rewarding experience

Through training, Volunteer Leaders learn to plan, implement and evaluate a high impact, volunteer-led project.

Key Definitions

Volunteer Leader: A Volunteer Leader sets overall direction and assumes responsibility for the planning, implementation and evaluation for a volunteer-led community project.

Volunteer Project Managers: Volunteer Project Managers are selected by the Volunteer Leader to manage or oversee part of a community project and report to the Volunteer Leader. Many projects may not require Volunteer Project Managers.

Project Volunteers: Project Volunteers are specifically recruited to implement a volunteer-led project. They report to the Volunteer Leader or the Volunteer Project Manager and may be recruited by either, the partner organization, or through other broker organizations.

Volunteer Leader Project: A Volunteer Leader Project is a volunteer-led project that is connected to or benefiting a Partner Organization and allows that Partner Organization to complete, expand or improve its core mission. Volunteer Leader Projects are generally time-limited; planned, implemented and evaluated by volunteers; and have measurable community impact.

Partner Organization: A Partner Organization is an organization that is providing a service to the community. They are often nonprofit organizations, schools, or public entities that are working directly with a community improvement mission. In this manual, we may refer to them as agencies as well.

Volunteer Connect: Volunteer Connect is United Way of Central Indiana's website for matching volunteers and local nonprofits for meaningful opportunities. All Volunteer Leaders are asked to use this tool to select or manage a project. For more information about finding Volunteer Leader opportunities or listing your volunteer opportunities, visit www.volunteercentralindiana.org to learn more.

Types of Projects

As a Volunteer Leader, you will manage the implementation of a community service project, but the projects may vary widely in scope, duration, intensity, and many other factors. Some projects may only be one-time in nature, while others may be ongoing, such as the first Saturday of the month for four months. If you select an ongoing project, you should clearly confirm the time commitment with your agency partner. United Way of Central Indiana's Volunteer Center will help you select a project that meets your interests and has true community impact.

Volunteer Leaders may select between an *existing project* or a *new project*. *Existing projects* are projects that our organization partners have already identified as a need. These may be one-time projects (such as a client barbeque) or an ongoing opportunity (such as sorting donations to a food pantry). These projects often take far less planning on the part of the Volunteer Leader, as the Partner Organization will have already thought through many of the details. However, the organization may still need you to flush out some of the logistics or, in fact, reconsider more effective ways to implement it.

New projects are projects that are not predetermined by an agency partner, but are determined by the Volunteer Leader in collaboration with the agency partner. These projects are developed and implemented by volunteers, and may include things like fundraisers, community beautification not connected to a nonprofit, or a project for which an agency hasn't conducted any planning. New projects require more planning and project management on the part of the Volunteer Leader. This manual is particularly suited for developing new projects.

As a Volunteer Leader, you may choose a project based on your time availability or experience. You may complete both types over your commitment to the Volunteer Leader program, but we ask that you only complete one project at a time.

Most projects will fit into one of these categories:

- Fundraising - raising funds for a specific program or organization, which may include coordinating a fundraising event, soliciting corporate sponsors, organizing teams for runs/walks, or soliciting funds from others in any other manner
- Direct Service - providing a service directly to the clients, students, or consumers of an agency, school or program, including but not limited to mentoring, education, skill building, tutoring, or emotional support
- Education/Outreach - promoting general awareness of an agency or program in order to generate deeper community involvement, such as recruiting volunteers or generating additional consumers for a program (outreach to low income individuals or high risk groups)
- Physical/Labor - projects that require physical labor from the volunteers, often enhancing environmental surroundings or constructing or repairing client homes or agency facilities
- In-kind Drives – product drives that generate supplies, books, school supplies, food, clothing, cleaning supplies, diapers, etc. that are distributed to an organizational partner's clients
- Combination Projects - combining different aspects of the above types, such as doing a book drive for a school where your group is also mentoring youth in an ongoing capacity

Volunteer Leader - Job Description

United Way of Central Indiana

Position: Volunteer Leader

Reports to: Volunteer Center Manager

Overall Responsibility: Works with the community to manage volunteers and projects and/or programs that benefit the community. Drives social change by leading well-managed sustainable projects.

Essential Functions:

1. Commits to acting as a liaison between United Way of Central Indiana, volunteers and a project host site for a minimum of 2 projects a year or serve as a Volunteer Leader on a recurring project for at least 3 consecutive months
2. Serves as lead volunteer by identifying, implementing and evaluating projects
3. Secures and leverages resources for projects (human, material, financial and educational)
4. Conducts recruitment and registration of volunteers collaboratively with the United Way of Central Indiana Volunteer Center staff and project host site staff
5. Communicates and develops relationships with both volunteers and the agency contact before, during and after each project
6. Trains, supervises and assists volunteers while onsite, including orientation assistance, volunteer check-in and wrap up of projects
7. Ensures that volunteers have a positive experience so they continue their journey of service
8. Ensures that the real needs of the agency and the community are being met
9. Reports volunteer attendance, outcomes and feedback about the project to United Way of Central Indiana Volunteer Center within 7 days of the project or program completion
10. Stays in regular contact with United Way of Central Indiana staff regarding scheduled projects and programs. Notifies the Volunteer Center with any project or program changes (cancellation, change of date, change in contact information, etc.)

Skills and Abilities:

1. An appreciation of volunteers as valuable human resources
2. Planning and organizational skills
3. High sense of responsibility
4. Ability to communicate effectively and good interpersonal skills
5. Ability and willingness to be a strong leader
6. Ability to work in a team environment
7. Resourceful and positive attitude
8. Tact, diplomacy in working with individuals from differing cultures and backgrounds
9. Ability to make decisions under pressure
10. A steady manner and a sense of calm in coping with unsettling situations

Training:

1. Volunteer Leader training
2. Additional training that might be offered through the course of the program
3. Training or orientation at the service site as required

Qualifications:

1. Must be 18 years of age
2. Must have own transportation
3. Must have personal email address or access to personal email
4. Reliable internet access and willingness to learn and use on-line volunteer management software
5. Must be fluent in English although mastery of other languages is highly desirable
6. Must be willing to commit to the time needed to fulfill the specific project. The number of hours may vary

VOLUNTEER LEADER FREQUENTLY ASKED QUESTIONS

What is a Volunteer Leader?

A Volunteer Leader is someone who manages people and projects and/or programs that benefit the community. Volunteer Leaders are volunteers who create or manage high-impact, well-managed projects that will positively improve the community.

What does a Volunteer Leader do?

The Volunteer Leader serves as the primary contact for a community project. They help recruit volunteers, attend the project to ensure all goes well, reports attendance, and provides project feedback after the project.

What is the time commitment of Volunteer Leader?

The time commitment will vary for each project. The Volunteer Leader may spend 8-15 hours or more planning a new project, but may only spend 2-3 hours on an existing project that is available. On the day of the project, the Volunteer Leaders will arrive early and stay for the duration of the project, as well as make sure any final wrap up is completed.

What are Volunteer Leader responsibilities and commitments?

Responsibilities will vary depending on the project you lead. Each project will need to be scoped out to assure the responsibilities are clearly defined. As a Volunteer Leader, you may choose to make a one-time commitment or an ongoing one to a project that will take 3 or 4 sessions to complete, or even to a project that may take a commitment of 6-12 months.

What qualifications do I need to become a Volunteer Leader?

Anyone who has strong organizational and communication skills, feels comfortable leading a diverse group of volunteers and wants to make a difference in the community can become a Volunteer Leader. You will need to communicate with the Volunteer Center, the volunteers, and the Partner Organization and will need to provide updated contact information when it changes.

What support will I get as a Volunteer Leader?

Before leading a project, you will receive the comprehensive Volunteer Leader training to help you understand your commitment. You will also receive a manual with tips, templates, and usual information. After training, the United Way Volunteer Center will provide ongoing communication and offer advice and guidance when needed. The Volunteer Center will also help identify an appropriate project and provide other resources when requested.

What training do I have to complete?

You will need to complete the Volunteer Leader training program prior to selecting a project. There are also quarterly gatherings to learn about new projects, receive program updates, and share/learn from fellow Volunteer Leaders. The partner organization that benefits from your project sometimes requires that you attend their orientation or training sessions in addition.

What do I do next if I want to be Volunteer Leader?

First, you will want to open an account on Volunteer Connect by visiting www.volunteercentralindiana.org. Once your account is open, search for the Volunteer Leader opportunity and express interest. If you have not yet attended training, you should contact the Volunteer Center to learn when the next date is set. You can send an email to volunteer@uwci.org or call 317-921-9271.

Volunteer Leader Skills Required

Skills listed below are useful to individuals when filling the role of a Volunteer Leader. While it is helpful to bring some of these traits to the process, one benefit in being a Volunteer Leader is that you can develop and build these skills during your experience.

1. **Visioning:** Visioning helps articulate hopes and overall direction. In this case, you will set the vision for what your project will accomplish, how it will benefit the community and what impact it will have on the participating volunteers.
2. **Planning:** Effective planning entails assigning responsibilities and determining timelines in a way that allows a group to reach its goals while providing a positive environment.
3. **Organizing:** A Volunteer Leader must create a structure, develop a plan, and assure the successful implementation of that plan. The leader must be capable of developing the needed details and assessing information into an effective implementation plan.
4. **Managing:** Managing requires Volunteer Leaders to provide guidance, mentoring and direction to others, taking care to balance their attention between outcomes, relationships, and processes and procedures. A Volunteer Leader must value the unique strengths and assets of others and inspire and mobilize others to participate in community activities.
5. **Communicating:** Volunteer Leaders must practice good communication skills and listen to the needs and interests of others; share information and advocate for community needs; use diplomacy to bring people together; understand verbal, written, and nonverbal communication; and seek to understand others.
6. **Interpersonal Skills:** As a Volunteer Leader, you will be working with people with different backgrounds, levels of expertise and interests. It is your role to make use of your interpersonal skills to smoothly communicate information to the community partners and other volunteers.
7. **Decision Making:** Volunteer Leaders must be willing and able to make decisions throughout the process. Decisions may include the project selection, assigning roles to volunteers, determining the appropriate budget, determining the right outcomes for a project, and being capable of making quick decisions if crisis situations arise.
8. **Learning:** Learning requires making a commitment to continuous growth, with a willingness to take risks and try new things.
9. **Integrity/Accountability:** Leaders must instill mutual trust and behave in a fair and ethical manner toward others. They must document appropriate data to assure continuity and outcomes and hold themselves and others accountable for responsibilities.
10. **Strategic Thinking:** Strategic thinking uses critical reasoning to develop effective plans and solutions. Demonstrating strategic thinking means being able to make decisions and being willing to take risks when appropriate to achieve results and meet goals. At times, you may even need to demonstrate creativity and be capable of making connections between different types of information.

Based on the skills above, what do you see as your leadership strengths?

What leadership skills do you feel you should strengthen?

Discovering Your Leadership Style

If you want to learn more about yourself and your Volunteer Leader skills, complete the DiSC Profile Leadership Assessment on the following pages. DISC assessment is a behavior assessment tool based on the DISC theory of psychologist William Marston. Marston's theory centers around four different personality traits: Dominance, Inducement, Submission, and Compliance. This theory was then developed into a personality assessment tool (personality profile test) by industrial psychologist Walter Vernon Clarke (July 26, 1905 - Jan. 1, 1978). The version used today was developed from the original assessment by John Geier, who simplified the test for better, more concise results. This assessment is provided as one option to consider your leadership skills.

DiSC Profile Leadership Assessment

Think of yourself in a particular situation. Especially consider yourself as a leader or board member. Read each trait below and write the rating that best describes you in this particular situation.

Rating

- 1 = Very inaccurate or does not apply
- 2 = Inaccurate
- 3 = Neither accurate nor inaccurate
- 4 = Accurate
- 5 = Very accurate

Column 1 Traits	Score	Column 2 Traits	Score
Good listener		Want to make the rules	
Put up with things I don't like		Go straight ahead with projects	
Willing to follow orders		Act in a forceful way	
Will go along with others		Want to win	
Think of others before I decide		Will be the first to act	
Willing to help		Do not give in	
Understand other's feelings		People see me as powerful	
Nice to other people		Sure of myself	
Have warm feelings for people		Want to be in charge	
Let others lead		Like to take action	
Don't like to cause problems		Quick to act	
Don't make demands of people		Feel strong	
Total column 1		Total column 2	
Subtract	-1	Add	+2
Score		Score	

Column 3 Traits	Score	Column 4 Traits	Score
Like to do things accurately		Wide variety of friends	
Like doing things the right way		Liked by others	
Do things right the first time		Like to meet people	
Think of what makes sense		Fun to be with	
Like to be precise		See things positively	
Shy with others		Feel contented	
Good at analyzing things		Happy and carefree	
Think things through		Liven things up	
Keep things to myself		Feel relaxed most of the time	
Think things over carefully		Happy most of the time	
Don't like too much attention		Find it easy to meet strangers	
Don't say much in a group		Communicate in a lively manner	
Total		Total	
	0	Subtract	-2
Score		Score	

DiSC Profile Scoring Sheet

Document the scores from the assessment page in the chart below:

Scoring Totals			
Column 2 Total	Column 4 Total	Column 1 Total	Column 3 Total
D	I	S	C

Threshold Score: 44 or higher

Types of Results - circle which category you fall into:

1. Single high preference meets or exceeds the threshold criteria
2. Two styles meet or exceed preference threshold criteria
3. Three preferences meet or exceed the threshold criteria
4. None meet or exceed the threshold criteria
5. All four meet or exceed the threshold criteria

Your Preference(s)

List your letter preference(s) that meet or exceed the threshold score of 44.

Primary Dimension _____

Secondary Dimension _____

Tertiary Dimension _____

Note that leadership dimensions requires you to use only your top one or two traits.

8 Dimensions of Leadership

DiSC Preference	Leadership Dimension	Check the leadership dimension corresponding to your DiSC preference
Di, iD	Pioneering	
I	Energizing	
iS, Si	Affirming	
S	Inclusive	
SC, CS	Humble	
C	Deliberate	
CD, DC	Resolute	
D	Commanding	

DiSC Preferences 8 Dimensions of Leadership

Pioneering – Di, iD	
Typical Traits	Adventurous, dynamic, charismatic, inspiring, good at making connections, relationship oriented, action-oriented
Leadership Goals	Quick to action, new opportunities, exciting breakthroughs
Judges others by	Confidence, influence, ability to think creatively
Influences others by	Charm, bold action, passion
Overuses	Impatience, egotism, impulsiveness, outspokenness
Under pressure	Becomes aggressive, overpowers others, becomes impulsive
Fears	Loss of power, stifling environments, loss of attention
Ways to increase effectiveness	Patience, humility, consideration

Energizing – I	
Typical Traits	Spontaneous, outgoing, encouraging, enjoy new opportunities, need for variety, collaborative
Leadership Goals	Popularity, approval, excitement
Judges others by	Openness, social skills, enthusiasm
Influences others by	Charm, optimism, energy, personal connection
Overuses	Optimism, praise, enthusiasm
Under pressure	Becomes disorganized, gets overly expressive, becomes frantic
Fears	Rejection, not being heard, not being liked
Ways to increase effectiveness	Being more objective, following through on tasks

Affirming – iS, Si	
Typical Traits	Friendly, approachable, positive, acknowledging others, need for harmony, easygoing, open-door policy
Leadership Goals	Friendship, acceptance, close relationships
Judges others by	Ability to see good in others, warmth, approachability
Influences others by	Agreeableness, empathy, being patient
Overuses	Patience with others, indirect approaches, personal connections
Under pressure	Takes criticism personally, tries to make everyone happy
Fears	Pressuring others, being disliked, facing aggression
Ways to increase effectiveness	Acknowledging other's flaws, confronting problems

Inclusive – S	
Typical Traits	Diplomatic, accepting, patient, likes stability, wary of rapid change, dependable, optimistic, inclusive
Leadership Goals	Harmony, stability, acceptance
Judges others by	Dependability, sincerity
Influences others by	Accommodating others, consistent performance
Overuses	Modesty, passive resistance, compromise
Under pressure	Gives in, avoids revealing true opinions
Fears	Letting people down, rapid change
Ways to increase effectiveness	Displaying self-confidence, revealing true feelings

Humble – CS, SC	
Typical Traits	Soft-spoken, modest, precise, methodical, follow-through, fair-minded, practical, cautious
Leadership Goals	Stability, reliable outcomes, calm environment
Judges others by	Precise standards, reliability, even temperament
Influences others by	Practicality, diplomacy, self-control, consistency
Overuses	Traditional methods, sense of caution, humility
Under pressure	Withdraws, gets bogged down, becomes inflexible, gives in
Fears	Emotionally charged situations, ambiguity, time pressure, chaos
Ways to increase effectiveness	Being decisive, showing urgency, initiating change, speaking up

Deliberate – C	
Typical Traits	Systematic, cautious, analytical, moderate pace, like being an expert, high standards, detached, unemotional, independent
Leadership Goals	Accuracy, objective processes
Judges others by	Expertise, systematic processes
Influences others by	Logic, exacting standards
Overuses	Analysis, restraint
Under pressure	Overwhelms others with logic, becomes rigid
Fears	Being wrong, strong displays of emotion
Ways to increase effectiveness	Acknowledging other's feelings, looking beyond data

Resolute – CD, DC	
Typical Traits	Challenging, determined, rational, high standards, impatient for ineffectiveness, blunt, quality
Leadership Goals	Independence, personal accomplishment, efficient results
Judges others by	Competence, common sense, use of logic
Influences others by	High standards, determination, strict standards
Overuses	Sarcastic or condescending attitude, criticism
Under pressure	Becomes overly critical, ignores people's feelings
Fears	Failure to achieve their standards, lack of control
Ways to increase effectiveness	Warmth, tactful communication, paying attention to other's needs

Commanding – D	
Typical Traits	Competitive, driven, assertive, naturally take-charge, desire for quick results, urgency, challenging, demanding
Leadership Goals	Bottom-line results, victory
Judges others by	Ability to achieve results
Influences others by	Assertiveness, insistence, competition
Overuses	Forcefulness, bluntness
Under pressure	Becomes impatient and demanding
Fears	Being taken advantage of, appearing weak
Ways to increase effectiveness	Patience, empathy

VOLUNTEER LEADER

Section 3 **Project Selection**

PROJECT SELECTION

In this section you will learn to:

- **Identify your passions and interests**
- **Research key community needs**
- **Scope out a potential project**
- **Determine what makes a good and a bad potential project**

Finding the right project is key for a successful Volunteer Leader. Two major factors lead to the successful matching of a project to a Volunteer Leader. First, you need to be able to identify your personal passions and areas of interests. The second is to assure you are focusing on a real community need. Once you have done both of those, you will want to select a Partner Organization, scope out potential projects and determine which ones might make good Volunteer Leader projects. This section will walk you through those processes.

Identify your Passion and Interests

Do you know your passions? Maybe you love to spend time with animals, or maybe you enjoy creating art projects or comforting terminally ill patients. Everyone has different passions, and it helps to align your interests and passions with your volunteer opportunities when possible. What issues make you stop and think? What news stories make you want to DO something? When you walk down the street, do you see the effects of poverty in your community? Are the rivers and streams polluted? Have you, a friend, or a family member been personally affected by a disease?

Meaningful service begins with **passion**. When you know what issues are important to you, finding a service activity is a natural result. You will be driven to act on your passion, and you can recruit others to help you.

You may be passionate about a huge global issue, such as HIV/AIDS, or about something closer to home, such as the neglected state of the playground in your neighborhood. The important thing is to know what fires your passion.

What is your passion? Think about the social problems that make you say, "Why doesn't someone do something about this?!?"

Activity – Interest inventory

Identify your passions. Put a checkmark next to the top five interest areas that you consider to be most important.

Your Top Five	Interest Area	Examples of Service
	Advocacy, public policy, politics	Lead a voter registration drive
	Animals	Organize a group to volunteer at a local animal shelter
	Arts, culture	Lead an arts therapy program for kids with special needs
	Board & committee volunteers	Serve as the director on a special events planning committee
	Career development	Direct a job-skills training for unemployed individuals
	Children, youth development	Serve as a coordinator for youth troop leaders in a leadership organization
	Disabilities	Direct coaches for special needs athlete groups or serve as the main point person to companions for adults with intellectual disabilities
	Domestic violence	Lead a small group session for domestic violence survivors
	Education, mentor, tutor	Serve as a recruiter for reading tutors at an area school or after-school programs
	Emergency, disaster services	Train and serve as a site coordinator to provide basic needs after a disaster
	Environment	Manage a park or community clean-up project
	Faith, spiritual, mission work	Serve as a Bible-study leader at your church
	Women, maternal & infant health	Lead a fundraising team for an organization that supports mother's and babies
	Gay, lesbian, bisexual, transgender	Organize a support group for LGBT youth
	Health, fitness	Coordinate a community health fair for an organization that educates on health topics
	Homelessness, poverty	Establish and implement homeless outreach efforts by meeting with other volunteers and homeless individuals and helping them access services
	Hunger, food	Lead a food drive or meal serving
	Immigrant refugee, international services	Recruit and train a group of volunteers to mentor individuals or families who have recently arrived in our country
	Language translating, interpreting	Recruit a group of volunteers to translate documents for a basic needs organization to provide services to the community

Your Top Five	Interest Area	Example of service
	Legal	Supervise a group of volunteers that provide legal advice to citizens during community-wide education sessions
	Mental health, substance abuse	Serve as a crisis hotline Volunteer Leader to assist individuals who call-in for support
	Senior issues	Arrange a social event at a senior center or retirement community
	Sports and recreation	Oversee a group of coaches for youth league sports teams
	Technology	Lead a technology support group that supports an organization or assists students in an area high school to complete technology-related projects
	Other:	
	Other:	

Activity- Interest inventory part 2

Now, rank your top five by personal preference and list some potential Volunteer Leader project ideas that you would like to complete.

Interest area	Example
Ex: Environment	Community beautification project planer, environmental education curriculum developer
1.	
2.	
3.	
4.	
5.	

Focus on Community Needs

Now that you have a better idea about your passion, when you start to plan a service project, the community should be involved from the very beginning. What are the social issues that the community is facing? What are the needs of local non-profits, schools, parks, or other community areas? It's important to find a strong Partner Organization that can be your beneficiary and is addressing a real community need.

Assessing community needs can be as simple as taking a walk through your neighborhood or as complex as surveying the entire city. The important thing is to focus on the community when identifying what is needed. By working together with community members, you will build awareness and help ensure community buy-in and support for your service efforts.

If you are working with a Partner Organization, they may have done much of this research for you, so don't forget to check with them before spending a lot of time yourself. If you are creating your own project, you can use a variety of methods to assess community needs. You should select one that fits the program's capacity and the scope of the volunteer effort. For a one-day project, you may want to choose an assessment technique that is less time-consuming. If you are committing to a long-term project, you will want to conduct an in-depth assessment to ensure that you are effectively utilizing your resources.

Before you start your deeper research based on your identified interests and knowledge, ask yourself:

What do I already know about the needs in my community?

In order to take action and make a difference, what do I need and want to learn about?

Described below are some ideas for conducting a community needs assessment:

- **Contact United Way**
United Way conducts regular research on community needs and keeps in communication with many nonprofits about their emerging needs and the needs of those they serve.
- **Contact Area Nonprofits**
Visit or call some of your favorite nonprofits and ask them for ideas of projects. Ask if they have needs already in place or if there is a special project that they have always wanted to do. Remember that nonprofits have probably already done some thinking and planning for real needs in their agency or with the populations they serve.
- **Brainstorm**
Gather friends, family, co-workers, nonprofit staff, volunteers, and/or other community members to brainstorm community issues/needs. As a group, examine the causes and effects of the issue and then brainstorm potential projects to address the needs identified.
- **Community Visit**
Take a walk or drive through the community. Write down and/or take pictures of what you see. Take note of potential project sites, such as parks or schools, as well as potential project partners, including businesses and nonprofit organizations. What are specific needs that you find?
- **Community Forum**
Hold a forum to collect information from community members about issues/needs. Ask them to offer suggestions for potential projects.
- **Survey**
Conduct a formal or informal survey of community members to identify issues/needs. Surveys might include questions such as:
 - What problems do you see in the community?
 - What are the most pressing issues in the community right now?
 - What types of service projects would be most beneficial for the community?
 - List two things you want to change in the community.

Online Resources

Online resources can be effective ways to research potential issues facing the community too. Here are a few resources that may help you.

U.S. Census Bureau: American FactFinder

Access a quick community fact sheet with information on population, housing, economy, and geography.

<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

United Way of Central Indiana Community Assessments

United Way's Community Assessments are designed to serve as regional resources for policy development, community impact priority setting, and funding decisions by the United Way Board

of Directors, volunteers and other funders. They also serve a secondary audience of donors, agencies, and the general citizenry who will use the assessments to strengthen existing partnerships and forge new ones to strategically address the needs of our region.

<http://www.uwci.org/index.asp?p=890>

SAVI Database (Social Assets and Vulnerabilities Indicators)

SAVI is a free resource to help you make data-informed decisions. It provides data about Central Indiana communities, tools to analyze and visualize the data, and training to build your capacity to use it effectively.

<http://www.savi.org/savi/>

Connect2Help2-1-1

Connect2Help is an information and referral system that connects people to human services that need them. People access the service by dialing 2-1-1. The organization issues Community Issues reports that analyze collected call data about community-wide issues from specified regions or counties.

<http://www.connect2help.org/about/regions/central/>

After conducting the general community needs assessment ask yourself: What did I learn about the community needs and how to address them? What are some possible service projects?

Now it's time to start mapping out opportunities related to the community needs you've researched.

Top Community Needs	Volunteer Projects That Might Interest Me Related To Community Need	Potential Partner Organizations
Example: Clean Waterways	Organize clean water awareness and river cleanup day	Keep Indianapolis Beautiful, Downtown Inc., Indy Parks and Recreation

Narrow Your Scope

Now that you have a BIG picture vision, try to narrow it down. Where do your interests and the community needs intersect? Were there some commonalities? If not, you will need to select a project you like but still meets a real community need by going back over options to see which one fits the best.

You will want to decide if you are going to coordinate your own new project or ask the United Way to provide some existing project options for you. United Way's Volunteer Center works with hundreds of nonprofits annually. So, we can identify a partner agency for you, and we also have several existing projects available.

If you decide to create your own project, select the community need that you would like to improve, identify a Partner Organization and work closely with them to scope a new project. Keep in mind that you might start this whole process with a project idea in mind that is based on your interests and identified community needs; however, be flexible to the discovery of new project possibilities. After talking with an agency representative, you might find a new direction.

Selecting with a Partner Organization

Once you know which organizations are working in a particular issue area, you can approach them about partnering for a project or ask the United Way to make an introduction for you. You may already volunteer for or be familiar with some, in which case you should have a good understanding of how those organizations will work together and the resources that they can bring to the project. If you are unfamiliar with them, determine if they are a good fit for your project by reviewing their mission, the resources they offer to their partners, and the services they offer the community.

If you have a specific project in mind, but are struggling to find the right Partner Organization, you can discover and develop potential volunteer projects through these methods:

- **Request for Projects (RFP)**
Putting out an RFP can be a great way to solicit projects for large-scale service events. This will help streamline project development processes by outlining all details of the potential project upfront.
- **Make Targeted Requests**
Most projects have parameters such as timeframes, types of volunteers, issue areas impacted, or geography that will help narrow down project possibilities. As a result, not all Partner Organizations will be able to host all projects. Therefore, it is best to make personal, targeted requests to partners who are known to meet your project's parameters.
- **Respond to Volunteer Interests**
If you already have a group of people that will be volunteering with you, you may want to ask their opinions about the types of projects and agencies they want to connect to. Volunteers may express interests in particular types of volunteer tasks such as painting, reading with children, or affecting particular issue areas such as hunger, homelessness or HIV/AIDS.

You should communicate with your potential partner agency prior to selecting it to assure they are interested and have the capacity to work with you. Even if you plan to make an agency a

beneficiary of a fundraiser or product drive, it's important for them to know you are promoting their name in the community and to assure you are meeting a real need.

Once you know your Partner Organization, make an appointment to introduce yourself, present initial ideas, and hear their hopes and desires. Remember to stay flexible during this time. A project may take an unexpected turn or develop into something completely different during the scoping process.

Scoping Projects

Once you know your Partner Organization, you can begin scoping your project. During the scoping process, you will explore different project ideas with your Partner Organization. It's a process where you ask many questions to assure the project you select is meeting a real need and is desirable by your agency. This is where you will discover if your passions and desires truly overlap into the community need. Take time to visit the potential project site to determine the greatest needs. Think of yourself as a detective, looking for all the right clues to uncover exactly the right project.

Schedule a time to visit the project site with at least one representative from your Partner Organization. If possible, you should visit with key stakeholders and decision makers such as the volunteer manager and/or maintenance staff. If you are doing a project for the general community, you may want to contact neighborhood associations or faith groups to get a better sense of how you might engage community members in your project.

These steps will ensure that critical decisions that affect the project development process can be made quickly. Also, by involving key stakeholders in the project planning process as early as possible, it is more likely that the Partner Organization representative will be able to garner support for the project as well as increase the likelihood of obtaining resources they would not have been able to otherwise obtain. If a project has well-rounded community support, your partner can more effectively apply resources toward its success.

During the visit, ask questions that help you understand what the agency's greatest needs are and the ways that ongoing or one-time volunteer support can have the greatest impact. As you go through this part of the process, it is helpful to know if you are planning a one-time project or if you have the time and willingness to commit for an ongoing project because this will dramatically impact the project scoping process.

You should also ask yourself some important questions during this process. Will the project be successful? What information is still needed? Is this a project the organization would undertake without you?

Consider the questions below. They are key factors in making a successful project. Mark each question with “yes” or “no”, if you need more information mark the question as “unsure”. Do you have enough “yes” responses to move forward with this project?

Elements of a Successful Project	Yes	No	Unsure
Does the project build positive relationships with the organization, clients or the community?			
Will the work completed make a difference to the organization, clients, or community?			
Will clients/community members benefit directly or indirectly?			
Is it a project the community genuinely wants?			
Will the project generate or save money for the organization?			
Is the project volunteer friendly?			
Will volunteers be utilized effectively during the project?			
Are special skills required? If so, are there opportunities to be trained in new skills?			
Are Volunteer Leadership opportunities available?			
Will volunteers feel as though they have completed something worthwhile when they are done? Can they see results from their efforts?			

You might be hoping to organize a large event for many volunteers and find yourself with a project that seemingly can’t provide enough work for everyone. During the site visit, you can explore ways to expand the project. Walk around the project site and view all areas that might not initially seem to be feasible task areas. You may find a room that needs painting or a great place for landscaping. You can also discuss the needs, wants, and dreams of the Partner Organization staff. The Project Scoping Form provided here will help you discover more specific project ideas. Complete it as you conduct your site visit, and remember that during this process, your project may take unexpected and new changes.

Project Scoping Form

Agency/ Address: _____

Volunteer Manager: _____

Phone: _____ Email: _____

Overview of Agency

Describe agency mission and programs, briefly.

Physical

1. What improvements need to be done to the interior of your facility? Think about client and staff spaces.
2. What improvements need to be done to the exterior of your facility? Think about the building and the grounds/landscaping.
3. What equipment needs do you have? What needs to be installed/repaired/improved?

Client

1. What needs do your clients have? Could volunteers socialize with your clients? What things do you regularly supply to your clients, or what do your clients always need, that volunteers could help collect/assemble/distribute?
2. What programs do you offer your clients? What could volunteers teach/train your clients?
3. What kind of interaction do you have with clients? Could you adjust your model to allow more volunteer participation? (ongoing mentoring/one-time lunch programs)

Capacity Building

1. What programs do you offer? How could volunteers expand your services or improve your programs?
2. Which departments are short-staffed, or always struggling? How could volunteers alleviate staff burdens?

Administrative

1. What simple processes does staff spend their time on? What projects are done on a regular basis? What do you do every day/week/month that stops you from doing your bigger tasks?
2. What events do you hold regularly? What supplies need to be gathered/tasks completed for each event?
3. Are there any tasks that could be done offsite, through use of technology?

Other

1. Do you have any projects or programs that support _____? If the answer is no, would you be interested in these types of projects or programs?
2. Are you currently working with any other organization on this issue? If the answer is no, would you be interested in collaborating with another organization to support this issue?
3. What items are always on your wish list?
4. What projects would you do if time and money were limitless? What are your dream projects?

Potential Volunteer Leader Projects

Remember that you are only limited by your imagination and the ability to find the right agency partner. When you select your project, it's also important to know your targeted outcomes (which we will cover more in the evaluation section). Below are some examples of Volunteer Leader projects and their project outcomes. Review the list and see if one of these sounds interesting or if one inspires you.

Clean-Up for Kids

Help a child care center keep its space clean by sanitizing toys and supplies to keep the children healthy and safe. Running a child care center is demanding and sanitizing the materials used by the children on a constant basis should not be overlooked. Organizing this project would be a great fit for volunteers interested in providing children a suitable environment for their educational development.

Targeted Outcomes:

- Provide a healthy and safe environment for children to grow and learn
- Provide staff members an opportunity to focus their efforts on working directly with the children

Mock Interviews

Setting up mock interviews to teach adults the skills they need to find employment is a good opportunity to engage volunteers on a one time or recurring volunteer opportunity. Adult learners need every opportunity they can get to practice their interview skills. Volunteers will meet with them one-on-one, ask them typical interview questions and provide feedback on their responses.

Targeted Outcomes:

- Provide adults with mock job interviews practical training to increase their chances of becoming employed
- Provide volunteers an opportunity to develop their own interpersonal and communication skills
- Support organizations targeting career development efforts by providing additional resources

Stock a Food Pantry

Sorting and organizing donated food for individuals and families in need can be a good opportunity for either small or big groups. Though their mission may be to help in other ways, many agencies have found that clients are often facing hunger, as well. Sorting through donations might include cleaning out expired or damaged packages and organizing useful food.

Targeted Outcomes:

- Ensure that individuals and families facing hunger will receive donations that are in good conditions
- Facilitate the distribution process of donated goods
- Help agency staff better serve clients by allowing them to free up some time from this activity and letting them focus on other tasks

Host a Family Get-Together

Families who face hardship may not have the opportunity to spend a few hours together just enjoying each other's company. You can make it possible for them to find new, healthy ways to connect. You can organize your group to bring supplies for craft projects, snacks, a movie or game night, or other fun activities for families to do together.

Targeted Outcomes:

- Give families facing hardship a chance to experience quality family time in a friendly environment
- Bring a new perspective to families facing difficult times about their current situation
- Help families learn new ways to work together in order to overcome difficulties

Painting Project

Painting is a relatively easy way to engage many volunteers while assisting a community organization with renovations. Simple painting projects to consider are walls (interior or exterior), school classrooms or cafeterias, bedrooms or other living areas at a shelter or group home, park or neighborhood walls, fences, and many others. Having one maintenance person paint a room may take many long hours or even days, but with a group of volunteers it can be easily conquered in as little as 3 - 4 hours. Volunteers may also work alongside kids or clients to paint a wall mural. This is a good activity for a one-time group project which requires little or no existing skill level from volunteers.

Targeted Outcomes:

- Support the organization with labor intensive painting needs
- Revitalize the peeling paint, or other dilapidated conditions
- Change the look and feel of a dark room with a lighter, brighter color, or give character and warmth to a stark atmosphere

Playground or Park Games Project

Painting playground games (or touching them up) for service organizations and schools is a relatively easy and volunteer-friendly project. Painted playground games include: U.S. map, world map, basketball lines, Hopscotch, Four Square, and others. Volunteers feel an instant sense of accomplishment, and service organizations feel a sense of community through these educational and recreational activities for youth. Volunteers can choose to create one playground game, multiple playground games, or multiple versions of one playground game, depending on the need and wish of the Partner Organization or park and the number of volunteers available.

Targeted Outcomes:

- Provide children with a fun, educational and recreational outlet
- Provide volunteers with a meaningful way to have a positive influence on children
- Brighten up a playground or park
- Support shelters, parks and school programs with additional resources

School or Community Garden Project

Community or school garden projects are an effective and rewarding way to use a combination of unskilled and semi-skilled volunteers. The volunteers will plan, create, and maintain a garden

for a school, neighborhood or Partner Organization. This project involves developing a garden plan, ground preparation and planting and maintaining multiple types of gardens.

Targeted Outcomes:

- Provide an educational opportunity for those who plant and maintain a garden
- Improve the look of a school or neighborhood
- Provide healthy food alternatives to low income families or schools
- Engage a large group of volunteers in an ongoing opportunity to enhance community health
- Create a harvest of vegetables, flowers, herbs and/or flowers

Neighborhood Cleanup Project

Neighborhood cleanups are an easy way to engage large numbers of volunteers to complete a sizeable amount of work on a limited budget in a comparatively short amount of time. There are many resources available in planning a neighborhood cleanup and it can be a great way to engage city officials and local residents in a meaningful way.

Targeted Outcomes:

- Reduce litter and improve the appearance of a neighborhood
- Create a sense of community and pride among neighborhood residents
- Increase community awareness
- Lay the groundwork for maintaining a clean neighborhood over time

Kids Arts and Crafts Project

An arts and crafts project is one of the easiest projects to organize and one of the most rewarding for children, Partner Organizations and volunteers. This project offers Volunteer Leaders a great deal of flexibility with resources, volunteers needed, time required, and Partner Organization involvement.

Targeted Outcomes:

- Provide children with positive adult role model interaction
- Provide children with a positive creative outlet
- Provide volunteers with a meaningful way to interact with and have a positive influence on children
- Support organizations such as shelters and after-school programs with additional resources and support

Kids/Senior Field Trip

Expand the horizons of a group of youth or seniors by exploring a park, theatre, museum, zoo, or monument in your community. Work with your Partner Organization to establish the learning and social needs of the group.

Targeted Outcomes:

- Provide exposure to community culture, information, and wisdom
- Provide a social environment for clients, students, or seniors
- Enrich the lives of the participants with new experiences and knowledge

Exercise: Selecting a Project

Read each scenario. What projects do you think could come from this Partner Organization? What are strengths and potential problems in working with the partner? Would you want to be a Volunteer Leader for them?

1. The Baldwin Arts Center is an organization that offers after-school and summer arts classes to elementary and middle school students in the immediate vicinity of the arts center. Most of the students enrolled in the after-school program are also participants in the county's free lunch program. The Baldwin Arts Center has been a part of the community for 16 years and has seen a steady decline in government funds for its support, and recently received a \$10,000 cut to critical program funding. As a result, repairs and upgrades have been delayed in order to maintain programs and services.
2. The Inter-faith Coalition, a group composed of several local churches with a focus on making the city a safer, healthier and more beautiful place has a current mission to clean up the trash and graffiti on Henderson Avenue, a street that connects a low-income community with a park. The coalition is based in a wealthier area of the city but prefers to volunteer in low income neighborhoods. They cleaned up this street last year but their results were short-lived.
3. The Community Food Bank is going to work with the residents of a community to plant and maintain a vegetable garden in a vacant lot in the neighborhood. Many of the residents receive food assistance from the Community Food Bank. The residents are excited about growing their own food close to home, but they have no tools or expertise in how to make the project happen. The garden would be planted in early Spring and need to be maintained through the Fall.
4. Oak Lawn School, a private school in an upscale neighborhood, has an active Parents' Association that painted three playground games (hop scotch, four square, and a U.S. Map) a few months ago. The playground is only two years old. Current volunteers can touch up scuff marks on the paint and draw plans for new games, to be presented for approval at the next association meeting. The school would prefer that the volunteers not work directly with the children.
5. The youth center at the John Lee Homes, a public housing development, has one part-time staff member and a budget that covers only the most basic supplies for after-school activities. The center has a small meeting room with three tables, a TV room and restroom facilities. The kids enjoy having adults come in to work on art projects with them and show up in large numbers for them, but many are also struggling with school work.
6. The Jema Shelter provides temporary housing for survivors of domestic violence. The shelter has a large donation room filled with household items (towels, sheets, cleaning supplies, kitchen tools, etc.) to prove women as they transition into their own homes. Currently, the survivors dig through the piles of things trying to make sense of what they need. The shelter staff would like to be able to give a "welcome home" kit to women as they move into their own place.

VOLUNTEER LEADER

Section 4 Project Mapping

PROJECT MAPPING

In this section you will learn to:

- **Ask the right questions to make sure your project is a success**
- **Track the information you need to assure a successful project**

Once you have assessed the needs of the community, researched the issue, contacted Partner Organizations and visited the prospective service site, it's time to decide on the project. It's important not to spend too much time selecting a project or you run the risk of getting derailed from the ultimate goal. Don't worry whether the project is exactly the right one. Instead focus on what you hope to achieve through the project.

As you narrow the scope of your project and determine what you are going to do, you will need to formulate ideas for how you can achieve your goals. In order to have a successful service project, you have to plan well. You need to prepare for every detail from the number of volunteers to the method of reflection. This section will help you map out your project so that you work effectively, meet your goals, and make an impact on the community.

During the mapping process, you discover, determine or decide all of the important details to your project. It is a planning process to decide all the small things that will need to happen in order for your project to be a success. This will include everything from selecting the date to setting an agenda and in what ways you plan to recognize volunteers afterward. During the mapping process, you may identify resources (including funds and products) that you need to make your project a success. We will examine the need for resources in the next section. The mapping process answers the question, "How will I get there?"

Asking the right questions will be critical to assuring your project is as success. Remember, if you are working with an existing project, many of the details may be already decided by your Partner Organization. In some of these projects, the Volunteer Leader project may be a weekly or monthly offering at the agency, such as a monthly sorting of a large food donation to a food pantry. These projects may have been thoroughly mapped out in advance and require little work of the Volunteer Leader. However, some existing projects may have been very loosely mapped out by the Partner Organization. In this case, the agency may know the general goals and may even have selected a date, but they may not know or have thought through all the details of the project. In this case, the Volunteer Leader may find it helpful to go through a mapping process to assure appropriate details have been determined.

It is also possible that the Partner Organization believes that they have fully mapped the project, but a Volunteer Leader can go through some of the mapping questions to fill in any details that have been overlooked or you may find some better alternative ways to do the project. If you are developing your own project, you will need to do the full mapping process yourself. It's important to track the mapping information from the beginning. You should always do this in writing. Tracking it in writing helps assure that you don't forget anything, and it allows you to create a document you may share with your Partner Organization to assure everyone fully understands and agrees to the scope of the project.

Project Mapping Tool



United Way
of Central Indiana

Date: _____

Volunteer Leader	
Name:	
Phone:	
E-mail:	

Partner Organization:	
Project Site:	
PARTNER ORGANIZATION Address:	
Project Date(s):	
Project Start and End Time:	
Volunteer Arrival and Departure Times:	

Partner Organization or School Contact Information	
Name:	
Phone:	
Alternate Phone:	
E-mail:	
Briefly describe the project:	

Agency Information	
How does this project connect to the mission of the agency?	
Will we need to use the Partner Organization Logo/Brand? If so what approval process is needed?	
Is an insurance rider needed for this project?	

Is a budget needed to complete the project? Does the Partner Organization have funding?
Project Information
What are the specific outcomes or measures of success for the project?
What type of training is needed for the volunteers and who will provide it?
If project site is outdoors, how can the project be completed or partially completed in the event of poor weather?
What is the plan if you have a shortage of volunteers on the day of the project?
What is the plan if more volunteers show up than expected or the work is completed quicker than anticipated?
Briefly describe the safety/emergency plan:
What food is needed and who will provide it?
Volunteer Needs
What should volunteers wear?
What tools should they or their group bring? Not bring?
Where should they park?
Are there lifting requirements for this project?
Is there an age limit? Is this a family oriented project?
Are background checks (or other screenings) needed?

Working Project Plan - Sample



United Way
of Central Indiana

List each task involved in completing the service project. Be specific! Determine the number of volunteers needed for each task, the time required, any special skills needed, and the priority in which the tasks should be completed.

Tasks BEFORE Project Date	Timeline	Time required to complete	Number of volunteers	Special skills needed
Example: Recruit volunteers – Greeters	Jan 1	6 months	100	Good with the public
Tasks ON Project Date	Timeline	Time required to complete	Number of volunteers	Special skills needed
Example: Clean walls	June 1, 8:00 am	1 hr	10	N/A
Tasks AFTER Project Date	Timeline	Time required to complete	Number of volunteers	Special skills needed
Example: Send thank you notes to volunteers	June 10	4 hrs	5	N/A

Volunteer Project Managers

You may also find it helpful to assign Volunteer Project Managers to oversee parts of the project. Volunteer Project Managers are selected by the Volunteer Leader and become responsible for their own section of the project. They will map out the needed steps to accomplish it and may even recruit their own volunteers to assist with the implementation. This is helpful for larger, more complicated projects, but may not be needed for every project. In the event that you decide you need Volunteer Project Managers, you should map out each of their responsibilities, so it's clear what they are expected to do.

Below is an example of how you might assign Volunteer Project Managers. The following page has a blank template for your use.

Volunteer Project Managers

Project: Landscape Clean-up Day

Volunteer Project Manager	
Name:	Jim Brown, construction
Phone:	(317) 555-1234
E-mail:	Jimbrown555@gmail.com
Project To Complete:	Secure tools for clean-up including: trash bags, pruning shears, gloves, safety cones, chainsaws, ladders, etc.
Important deadlines:	Confirm 5 days prior to event, acquire 1 day prior, return 1 day after

Volunteer Project Manager	
Name:	Chris Jones, Arborist
Phone:	(317) 555-4321
E-mail:	ChrisJones4321@yahoo.com
Project To Complete:	Pre project: Develop and distribute safety webcast Day of: 1. Train volunteers in use of tools, invasive plants, proper pruning, and roadside safety 2. Advise on plant care
Important deadlines:	Distribute webcast to volunteers 5 days prior to event

Volunteer Project Managers



United Way
of Central Indiana

Project:

Volunteer Project Manager	
Name:	
Phone:	
E-mail:	
Project To Complete:	
Important deadlines:	

Volunteer Project Manager	
Name:	
Phone:	
E-mail:	
Project To Complete:	
Important deadlines:	

Volunteer Project Manager	
Name:	
Phone:	
E-mail:	
Project To Complete:	
Important deadlines:	

Volunteer Project Manager	
Name:	
Phone:	
E-mail:	
Project To Complete:	
Important deadlines:	

General Volunteer Assignments

Regardless of whether you will need Volunteer Project Managers or not, you will need to assign volunteers to specific tasks on the day of the project. These tasks may include everything from leading orientation, organizing and sorting project materials, project implementation and clean up afterward. It's important to let volunteers know what is expected of them or they might not feel the experience is worthwhile.

Here are 5 things that volunteers dislike. Sometimes, we do these things unwittingly, but they send strong messages:

- We don't need you after all - Your volunteer shows up on time and ready to help, but there's no work to do.
- We just need to run to the store - When the volunteer shows up to work, some or all needed materials are not yet in place.
- Good night, and good luck - Leaving the volunteer on her own when she doesn't feel she has the correct materials, knowledge, and/or training to do it.
- Just another hour-or so - When a volunteer task stretches and stretches beyond the time you originally told the volunteer.
- You're doing it all wrong! - It's OK to tell a volunteer when she's doing the wrong thing, but presentation matters. Be helpful rather than confrontational.

What message does it send to your volunteers when these things happen?

To help avoid some of these things, you should keep a list of volunteers and the tasks they are assigned. It is often helpful to have one master list of all task assignments, volunteers assigned and their contact information. The sheet on the next page is a template that may be used.

Volunteer Confidentiality

It is good practice to keep personal information about volunteers in a safe and secure environment. Volunteers should also be made aware of the information that you are collecting about them and the purpose for collecting this information. They should also give permission for you to share any of their personally identifiable information. Personally identifiable information includes but is not limited to: social security number, home address, email address and telephone numbers. Permission should be given for the use of photos taken at the event as well.

Example: Volunteer Project Leader Assignment Sheet

Volunteer Leader: John A. Person	Project Date: July 26, 2014
Project Name/Description: Outdoor Classroom Creation	
Partner Organization: Public School #56	
Location: 123 Main Street, Indianapolis, IN 46208	
Total Number of Volunteers Needed: 40	

Task #1	
Volunteer Task: Weed & Mulch	# of Volunteers Needed: 5
Task Location: West side of building, near the fence	
Volunteer Arrival Time: 8:30am	Volunteer Shift End: Noon
Resources Needed: wheel barrows, rakes, trash bags, gloves, mulch, weed killer, shovels, pitch forks, edger	
Volunteers Assigned and Contact Information:	
<ol style="list-style-type: none"> 1. Sally James; (317) 555-2345; sjames@gmail.com 2. Beth Good; (317) 555 – 3456; bgood@hotmail.com 3. Sam Bond; (317) 555-4567; SammyB@yahoo.com 4. George Mock; (317) 555-5678; Gmock@gmail.com 5. James King; (317) 555-6789; JKing@hotmail.com 	
Task #2	
Volunteer Task: Bench assembly	# of Volunteers Needed: 7
Task Location: Main project site on West side of building	
Volunteer Arrival Time: 8:30am	Volunteer Shift End: Noon
Resources Needed: hammer, nails, wood planks, saw, pliers, sandpaper, sander	
Volunteers Assigned and Contact Information:	
<ol style="list-style-type: none"> 1. Sandy Jackson; (317) 555-2345; shjack@gmail.com 2. Ron Goodman; (317) 555 – 3456; RGood@hotmail.com 3. Frank Blander; (317) 555-4567; Frank34556@yahoo.com 4. Jane Laney; (317) 555-5678; Laney@gmail.com 5. Jim Frankel; (317) 555-6789; JFrankel@hotmail.com 	

Volunteer Project Leader Assignment Sheet

Volunteer Leader:	Project Date:
Project Name/Description:	
Partner Organization:	
Location:	
Total Number of Volunteers Needed:	

Task #1	
Volunteer Task:	# of Volunteers Needed:
Task Location:	
Volunteer Arrival Time:	Volunteer Shift End:
Resources Needed:	
Volunteers Assigned and Contact Information:	

Task #2	
Volunteer Task:	# of Volunteers Needed:
Task Location:	
Volunteer Arrival Time:	Volunteer Shift End:
Resources Needed:	
Volunteers Assigned and Contact Information:	

Task #3	
Volunteer Task:	# of Volunteers Needed:
Task Location:	
Volunteer Arrival Time:	Volunteer Shift End:
Resources Needed:	
Volunteers Assigned and Contact Information:	

VOLUNTEER LEADER

Section 5 Needed Resources

NEEDED RESOURCES

In this section you will learn to:

- **Identify the resources needed to complete the service project**
- **Secure funding, products and services**
- **Keep an accurate budget of anticipated revenue and expenses**

For the purposes of being a Volunteer Leader, resources can be defined as the cash, product and supplies, services provided, or human power needed to complete your project. In the last section, we considered the mapping process for your project. Now, you will need to consider the resources you need to implement it. Resources may be needed prior to the project, during the project or even after the project is complete. Initially, you may want to allow yourself to consider resources without concern to how you will secure your resources. This gives you the freedom to envision your project's full potential. Then as you secure or fail to secure resources, you may need to reconsider your situation and adjust for it.

Human Resources

You have already created a task list; now, determine the number of volunteers you need to complete these tasks. Establishing volunteer needs can be a challenge. Consider these variables:

- Volunteer skill levels
 - Is the work appropriate for beginners or do you need more skilled volunteers?
- Physical Abilities
 - Do any of the tasks require unique physical ability? (lifting heavy objects, climbing stairs, standing for long periods of time, etc.)
- Volunteer age
 - What is the age limit for the project?
- Duration of project
 - What is the time commitment required?
- Availability of supplies
 - Will you have enough supplies so that every volunteer has the necessary tools to be occupied throughout the project?
- Physical space available to perform the work
 - How large is the service site? How many people can comfortably work there?

Material and Financial Resources

In addition to assessing your volunteer needs, you will also need to address your tangible resource needs. Determine what supplies, materials, goods, and services you need in order to complete your project. With your agency partner, strategize about the types and amounts of resources that are needed. Make your list as comprehensive as possible, including resources for every aspect of the project from nametags and refreshments for volunteers to tools and restroom facilities.

You might be able to work with your Partner Organization to secure many of the resources at no cost. In addition, think about businesses, community members, and other organizations. What resources can they offer to help you carry out the project? Consider things such as supplies, meeting space for volunteer orientation, printing of marketing materials, and consulting/professional services.

In-kind, or donated goods, may be secured but often need to be run through your Partner Organization in order for the donor to receive tax credit. While in-kind contributions will help you complete the project, some items will require financial resources. As you list the supplies and materials needed for the project, note the ones that you will need to pay for. How many financial resources will you need to cover these expenses?

Below is one example of how you might track your needed resources. On the following page, there is a template for you to use if desired.

Example: Resources Needed

Resource Tracking Document						
Project Name/Description: City Walk Mural						
Partner Organization: Top of the Town						
Project Date: June 10 th						
Location: Jefferson Bridge underpass between I79 and 4 th Street						
Date Needed	Task/Project Area	Finances/Funding	Products/Supplies	Services/Skills	Number of Volunteers	Notes
5/1	Mural design	\$1500 in-kind	n/a	Artist	1	Artist will be donating design work
6/5	Outline design on bridge	\$200	Projector, paint, brushes, cleanup tools	Artist plus worker-bees	10	Jefferson HS Art class will gather materials and volunteer. Paint will be purchased
6/10	Mural painting	\$1000	Painting tools, cleanup supplies		40	
6/10	Traffic control	\$600 in-kind	Off duty police	Police	4	

Resource Tracking Document

Project Name/Description:

Partner Organization:

Project Date:

Location:

Date Needed	Task/ Project Area	Finances/ Funding	Products/ Supplies	Services/ Skills	Number of Volunteers	Notes

You have selected your project and identified the resources needed to complete it. How will you secure the items that you need? Recruiting volunteers is the key to the success of the project and will be examined in the next section. Without the right volunteers filling the right roles, your project won't get very far!

You also need to make sure that you have enough material and financial resources to accomplish your goals. Let's discuss ways to acquire these resources.

Securing Funding, Products, and Services

You can obtain funding, products, and/or services for your project in several ways. Grants, gifts, and in-kind donations are a great way to get support from individuals, businesses, and community organizations. Contact businesses in your neighborhood or companies that already have a connection to your Partner Organization or its mission, etc. Whom do you know? Your partner agency may also be able to suggest some connections, but it is best not to depend on them because they are seeking resources for other projects and needs as well.

Below you will find some basic ideas of how you can obtain various resources/support for your service project(s).

- **Businesses**
 - Corporate sponsorships to support project expenses
 - In-kind donations (like beverages, snacks, printing, materials)
 - Meeting space
 - Employee volunteers
- **Colleges and Universities**
 - Community research
 - Student volunteers
 - Training on community issues
 - Interns to support program development, marketing and evaluation
 - Meeting space
- **Faith Groups**
 - Community research and knowledge
 - Volunteer base
 - In-kind donations
 - Meeting space
- **Foundations**
 - Grants to support project expenses
 - Technical assistance for program development, marketing and evaluation
 - Community research and presenters
- **Neighborhood Associations/Civic Groups**
 - Community outreach and recruitment
 - In-kind donations
- **Non-profits**
 - Project funding
 - Community research and knowledge
 - Current volunteer base
 - Community outreach and recruitment
 - Meeting space

Develop a strategy for approaching a group or business about donating money, services, or in-kind goods. Identify the correct people to contact and make a targeted request which appeals to

their needs/wants. Map out a case for support that expresses why the project is important, the impact it will create, your team’s ability to complete the project, and how the group/business can be a part of the effort. Be specific about what you need from them, whether it is funds to purchase a certain item, three hours of consulting time on a particular topic, or contacts to other like-minded organizations that might want to be involved. Prepare your strategy and then ask!

Be sure to discuss marketing materials and your contact list with your Partner Organization. Secure their permission to use their name, logo, brand, etc.

Make connections that count! Here are some tips:

- Start with people you know (family, friends, neighbors, co-workers)
- Ask people you know to engage their friends to support your project
- Partner with associations and institutions in your community. Businesses, non-profits, community centers, colleges, and neighborhood associations can help you recruit participants, secure donations, obtain meeting space, etc.
- Talk personally with people to “sell” your project and get their support
- Know what you need and ask people how they can contribute

You may inevitably discover that you will have a need to raise or spend money as part of managing your project. It’s critical that you keep an accurate budget of anticipated revenue and expenses. While you will want to develop one early on in the process, you may find the need to revise it as you go. You will also certainly want to complete a final report that includes actual revenue and expenditures so you, your Partner Organization and United Way fully understands the project and how it might be repeated in the future. Your Partner Organization will need this information to generate thank you letters and tax contribution letters to donors.

Example: Donor Tracking

Donor Tracking			
Project Title: “Big Run” Project			
Project Date: August 5			
Donor Name	Contact Information	Product/Service/Skill	Value
<i>Tracy Jones</i>	<i>Flowers and More 6757 W. Main St. Mytown, IN 46207</i>	<i>10 Centerpieces for VIP tent</i>	<i>\$500</i>
<i>Jessica Glade</i>	<i>Store Manager Best Grocery Ever 4235 S. Central Ave Mytown, IN 46207</i>	<i>6 cases of apples 10 cases of bananas</i>	<i>\$200</i>
<i>Billy “the kid” Adams</i>	<i>4433 W. College Mytown, IN 46207</i>	<i>Children’s entertainment</i>	<i>\$150 in-kind</i>

**Volunteer Leader
Donor Tracking**

Project Title:

Project Date:

Donor Name	Contact Information	Product/Service/Skill	Value

Example: Budget Worksheet

INCOME		
Source of revenue (list each donor/grant separately)	Requested Amount	Actual Amount Raised/Donated
KLZ Bank	500	600
Volunteer donations	50	70
Partner Organization Support	100	100
PLC Foundation	200	100
TOTAL:	\$ 850	\$ 870

Expenses		
Item Description – What service/product was purchased	Original Budgeted Amount	Actual Expenditures
Paint and supplies	200	145
Printing of flyers and signs	100	30
Food and water for volunteers	50	40
Furniture and accessories	500	600
TOTAL:	\$ 850	\$ 815

RECONCILIATION		
	REQUESTED REVENUE	ACTUAL REVENUE RAISED
	\$850	\$870
	ORIGINAL BUDGETED EXPENSES	ACTUAL EXPENSES
(-)	\$850	\$815
INCOME BALANCE	\$ 0 Actual Revenue Amount – Original Expenses Budgeted Amount	\$ 55 Actual Revenue Raised/Donated – Actual Expenditures

NOTE: In this example, the project netted \$55. This is funding that was raised for the project but was not spent. This overage should be made as a donation to the Partner Organization.

Volunteer Leader Budget Worksheet

INCOME		
Source of revenue (list each donor/grant separately)	Requested Amount	Actual Amount Raised/Donated
TOTAL:	\$ _____.	\$ _____.

Expenses		
Item Description – What service/product was purchased	Original Budgeted Amount	Actual Expenditures
TOTAL:	\$ _____.	\$ _____.

RECONCILIATION		
	REQUESTED REVENUE	ACTUAL REVENUE RAISED
	\$ _____.	\$ _____.
	ORIGINAL BUDGETED EXPENSES	ACTUAL EXPENSES
(-)	\$ _____.	\$ _____.
INCOME BALANCE	\$ _____. Requested Revenue Amount – Original Expenses Budgeted Amount	\$ _____. Actual Revenue Raised/Donated – Actual Expenditures

IMPORTANT NOTE: The revenue and the expenses should break even. If there is a surplus on the total income balance, you can donate the extra money to the Partner Organization for an upcoming project or identified need. If there is a shortage on the total income balance, you will still have to think of new ways to compensate for the extra money spent. The budget could still be readjusted before the actual results take place.

VOLUNTEER LEADER

Section 6 Volunteer Recruitment and Selection

RECRUITING VOLUNTEERS

In this section you will learn to:

- **Find the best strategy to recruit volunteers according to the nature of your project**
- **Have a better understanding of the different types of volunteers: their traits, sources and challenges**
- **Find the right volunteer/project match through screening and interviewing**

To successfully complete your project, you will need volunteers. If you have too few participants, the project will likely go unfinished. If you have too many volunteers, some will have little to do and might feel that their time was ill spent. You have already created a task matrix and determined the number of volunteers you need to fill specific positions. Now it's time to recruit them!

When recruiting volunteers, remember that the personal ask is always the most compelling. Friends, colleagues, and mutual acquaintances always make great volunteers. Consider using volunteers from your partner agency or approach other groups such as unions, sororities/fraternities, civic organizations, teacher's associations, or independent living homes. You can also display recruitment information through the internet, newspapers, local fairs, schools, community bulletin boards, restaurants, and other interesting places.

Volunteers come in all shapes and sizes: male or female, child or adult, disabled or able bodied, various races, religions, sexual orientations, and income brackets. Not all volunteers look the same! Not all types of volunteering will appeal to all people, so have diverse volunteering opportunities available and target recruitment in ways that will appeal to different groups. To help you craft your volunteer recruitment message, you can use the suggestions below. Make sure you address the need, solution, fears and questions and benefits.

A recruitment strategy or plan is an important part of your project success. A general call for help will not ensure that you get the hands you need. When developing a recruitment plan, you should answer these questions:

- Have you developed your volunteer position descriptions? Do you know what skills you need from your volunteers?
- Where do you think you might find potential volunteers with the skills you need?
- What time requirements are needed? How can I show potential volunteers that the experience is worth their time?
- What factors might affect whether volunteers will take the position?
- What methods and media can you use to reach the potential volunteer?
- What message will get potential volunteers' attention?

Before you start recruiting volunteers, you should have some clear understanding of your project. Potential volunteers will likely want to know some important things including:

- What need are you trying to meet with your project?
- What specific responsibilities will the volunteers do?
- What will the volunteer gain by engaging?
- What impact do you hope to achieve through the project?

Types of Recruitment Strategies

As you start your recruitment efforts, you should consider these typical recruitment efforts:

- **General Population Recruitment** – General population recruitment efforts include things like going to community fairs, posting flyers, promoting in libraries, and other efforts that reach out to the general larger community. These efforts are often best for one-time events but are more difficult for specific positions.
- **Targeted Recruitment** - Targeted recruitment strategies seek individuals with specific skill sets, knowledge, demographic traits, etc. In order to conduct targeted recruitment, you must determine what traits you need, where people with these traits might be located, and what messages you will promote to encourage their participation.
- **Connected Recruitment** – Connected efforts target people already engaged with your partner organization or the mission it provides (volunteers, donors, staff, clients, friends and family of previously mentioned, other supporters) You should talk to your Partner Organization to see if they are willing to recruit directly from their supporters.
- **Closed System Recruitment** – Closed systems are groups that allow only volunteers from a specific group to participate. Volunteers must be a member or participant of a group to be eligible. Some examples include schools, companies, faith groups, neighborhoods, professional associations and fraternities and sororities.
- **Brokered Recruitment** – Some groups have a specific purpose to provide volunteers for community projects. They include volunteer centers, Retired and Senior Volunteer Programs (RSVP), corporate volunteer programs, youth volunteer programs such as high schools and colleges, service groups (such as Kiwanis, Rotary, Junior League, fraternities and sororities, and other groups whose members engage in service), and Internet sites (such as Volunteer Solutions, Volunteer Match, Idealist.org, etc.)

You will not need to use each of these strategies. You may find that you have enough volunteers simply by asking your Partner Organization to solicit their existing base, but you may also find that you need more help. In that case, make sure you give yourself enough time to recruit the volunteers you need and that you have a way for them to register with you.

The following chart highlights some considerations as you seek specific types of volunteers.

Volunteer Types, Traits, Sources and Challenges

Type of Volunteer	Traits	Where to Find Them	Challenges
<p>Diverse Volunteers</p>	<ul style="list-style-type: none"> • Diverse can refer to race/ethnicity, nationality, gender, age, sexual orientation, gender identity, or differently-abled • Can bring a different/unique perspective to the agency • Can help the organization reach diverse populations communities • May create credibility for the organization • May help in securing new funding streams 	<ul style="list-style-type: none"> • Community/Civic groups • Faith-based institutions • Companies – Affinity groups • Community Centers • Senior Centers • College Campuses – student groups and diverse study departments • Other nonprofits that serve diverse populations • International Center of Indianapolis 	<ul style="list-style-type: none"> • May not feel welcome (may feel like the token) • Organization policies may discriminate against or exclude specific communities • Organization may not be equipped to deal with volunteer’s needs (accessibility) • Organization’s mission might not be a natural fit for diverse populations • Organization might not be truly ready or have a true desire to work with diverse populations • Acceptance of diversity and expectation for assimilation may be at odds within the organization • Long-term volunteers may struggle to share responsibilities with new volunteers
<p>Recently Unemployed</p>	<ul style="list-style-type: none"> • Recently unemployed individuals may become engaged in volunteer activities for the first time • Recently unemployed volunteers may be more likely to take on a “staff volunteer” position to avoid depression or stress caused by unemployment 	<ul style="list-style-type: none"> • Career fairs • Community events • Online job search sites • Craig’s List – employment section • Career/job assistance firms – let them know that they can refer unemployed individuals to your volunteer program • Companies you have relationships with might encourage recently laid off workers to volunteer 	<ul style="list-style-type: none"> • Recently unemployed volunteers may withdraw from volunteering to focus on their job search • Recently unemployed volunteers are less likely to make long-term commitments because they see their future as uncertain • Recently unemployed volunteers may be volunteers as a means to network or learn new skills in the hope of finding a new job

Type of Volunteer	Traits	Where to Find Them	Challenges
Retired Volunteers	<ul style="list-style-type: none"> • Retired individuals have time and talent they are looking to invest somewhere • Some retirees are seeking a second career through their volunteer activities • Retired volunteers often seek volunteer positions with control or influence as they had in their careers • Senior citizens may struggle with technology • It takes almost two baby boomers to provide as many volunteer hours as one volunteer 65 or older 	<ul style="list-style-type: none"> • Senior Citizen Centers • Community Centers • Oasis • RSVP • National Senior Services Corps • Corporate Retiree Associations • Cicco Aging & In-Home Solutions 	<ul style="list-style-type: none"> • Many more retirees are traveling and may not be able to commit to long-term volunteer opportunities • Many retirees are finding they need additional income beyond their retirement savings and are taking part-time or full-time jobs • Senior Citizens are much less likely than younger Americans to volunteer for community service but, when they do, they will devote many more hours to the effort. • Older volunteers are more likely to volunteer through a religious organization than younger volunteers
Families and Youth	<ul style="list-style-type: none"> • Families may need to fulfill children's service hours for school or religious organizations. • Parents want to keep their children occupied during school breaks • Families want quality time together • Parents want to strengthen communication & build memories with children • Allows family members to be role models • Parents want to increase children's commitment to volunteering & community 	<ul style="list-style-type: none"> • Schools • Churches • Recreation Centers • Boy Scouts/Girl Scouts Meetings • Youth Sports Facilities • Mom's Clubs • Online 	<ul style="list-style-type: none"> • Liability issues • More supervision required with youth • Must create special projects for shorter attention spans • Consider off-site projects/limiting direct client contact

Type of Volunteer	Traits	Where to Find Them	Challenges
College Students	<p>College students volunteer for a variety of reasons:</p> <ul style="list-style-type: none"> • Allows them to build their resume • Lets them explore particular career fields, gain experience, and hone skills • They feel like they are contributing to their community • Some schools require community service 	<p>Tap into existing networks on campus</p> <ul style="list-style-type: none"> • clubs • fraternities/sororities • academic departments • the volunteer/service learning office <p>Use word-of-mouth</p> <ul style="list-style-type: none"> • A core group of volunteers will be your best advertisement to recruit more students. • Can spread the word faster through their networks than you can from a single point of entry on campus. <p>Utilize more online and fewer printed materials</p> <ul style="list-style-type: none"> • Online social networking sites <ul style="list-style-type: none"> • facebook.com • twitter.com • google.com/+ • Other online sources <ul style="list-style-type: none"> • collegeboard.com • online calendars and blogs • article submission to online newsletters and electronic news sources 	<ul style="list-style-type: none"> • Class work loads often fluctuate during semesters • Difficult to balance school and work • Out-of-town students may not be familiar with community • Not really engaged, may just be fulfilling school or social requirements
Corporate Volunteers	<ul style="list-style-type: none"> • There is no one model for the motivation of corporate volunteers • Most corporate groups are looking for one-day volunteer opportunities • May be interested in specific issues; specific agencies; agencies close to their workplace; team-building 	<ul style="list-style-type: none"> • The Volunteer Center at the United Way of Central Indiana – volunteer@uwci.org or 317-921-1333 • The Greater Indianapolis Chamber of Commerce – 317-464-2222 • The companies themselves – More companies are having volunteer fairs or are requesting information on places their employees can volunteer. • Central Indiana Corporate Volunteer Council – 	<ul style="list-style-type: none"> • The volunteers' interests may not align with the organization's mission • The volunteers may not know what they want to do • The group's availability may not match the organization's hours of operations • The group may not commit to volunteering

	<p>exercises; making a difference in their community.</p> <ul style="list-style-type: none"> • More concerned about outcomes than traditional volunteers • Like training to be bullet points and easy to understand • Seek better communication but may struggle to read emails and training manuals • May not always understand the need to turn off cell phones during volunteer activities • Are often balancing an uncertain and hectic work schedule so might be less reliable due to unexpected work circumstances 	<p>www.cicvc.org or 317-921-1366 – This is a professional association of businesses and corporations administering and developing community involvement and employee volunteer programs (EVP) in partnership with nonprofit organizations</p>	
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Volunteer Selection

Screening is a process performed to ensure that the right match is made between the work to be done and the person who will do it. Screening requirements and procedures differ for each organization according to the level of risk to which participants are exposed. You will want to ask your partner agency if they have any screening requirements for you or the volunteers you are recruiting. Keep in mind that the screening requirements may vary dramatically from one agency partner to another. Clearly, the requirements to screen volunteers who would be unsupervised while working with children or other vulnerable persons are greater than for volunteers who would work with the same type of participants in a supervised setting. Some agencies require volunteers to provide references. A reference check may be the most effective screening step to avoid a poor fit. If you or your volunteers will be required to undergo screening procedures, you should let volunteers know as soon as possible. Fortunately, for most one-day projects, agencies forgo the need for background checks and other screening procedures.

However, as you recruit your own volunteers, you may wonder how you will know if they are a good fit. Often, Volunteer Leaders set up an interview for volunteers who will assume leadership roles or who will be working throughout the planning process. An interview provides not only an opportunity to talk to the potential volunteer about their background, talents, skills, interests and availability, but also to explore any doubts you may have about the suitability of the candidate.

An interview also serves to communicate your vision for the project, expectations, and goals. If you decide to interview potential volunteers, remember that past behavior is the best indicator of future performance.

Interview questions should encourage responses that allow you to judge:

- Relevant work-related experiences
- Relevant formal and informal education
- Eagerness to volunteer
- Ability to work with others
- Integrity
- Supervision preferences
- Initiative and reliability

Job Descriptions

A volunteer job description is an important tool to use when matching volunteers to roles and for setting expectations. Job descriptions can be as simple as a paragraph describing the day's tasks or as complex as one used for long-term projects.

To see an example of a detailed job description, refer back to section 2 and the Volunteer Leader Job Description. Here's an example of a simple description:

Calling All Gardeners!

If you love gardening and kids, we have got the perfect volunteer opportunity for you! We are currently seeking an individual (or 2!) that could help us with our learning community garden. Overseeing youth in our afterschool program and summer day camp, volunteers would assist with planting, weeding, harvesting, etc.

We have 5 raised beds, compost tumblers, rain barrels, hand tools, etc. – everything you need! Food raised in the gardens will directly benefit our afterschool/after-camp evening dinner program that serves both youth and seniors.

Sample Interview Questions

- What interested you about this volunteer position?
- Have you volunteered in the past? If so, what was your role? What did you enjoy most about previous volunteer positions?
- Can you briefly talk about your experiences as they relate to this position?
- What special skills would you like to utilize as a volunteer?
- Do you prefer working independently or with a group?
- Tell me about a time when you worked in a team.
- What kind of people do you most enjoy working with? Working with least?
- What are your personal goals for this experience?
- What is your availability?

The template on the next page will allow you to track your interviews if desired.

Volunteer Interview Assessment

Name of Volunteer: _____

Project or Position: _____

Date: _____ Interviewer: _____

Rating Factor	1 Low	2	3	4	5 High
Appearance - appropriately dressed; clean; arrives on time					
Manner - uses good posture; maintains eye contact; articulate; speaks clearly and uses good grammar; self-assured but not cocky					
Preparation - alert and well prepared; asks good questions and makes knowledgeable responses					
Motivation - goals and objectives well thought out, expresses interest in volunteering and improving the community					
Communications - able to express ideas; demonstrates active listening skills; expresses understanding of needed communication for position					
Problem Solving – able to resolve problems independently; seeks assistance when appropriate					
Organization – attention to detail; organizational style; ability to maintain organized records; develops organizational method					
Working Relationships – demonstrates strong customer service skills; demonstrates team work					
Project Management – able to manage projects within expected scope, and timeframe					
Event Planning – direct experience in planning, implementing, evaluating nonprofit events					
Volunteer Management – experience recruiting, managing, and recognizing volunteers					
Overall Rating - overall impression of the interviewee					

Key Skills:

Other observations:

Recommendation:

_____ Consider for the following role(s): _____

_____ Not suitable for placement because _____

_____ Other _____

VOLUNTEER LEADER

Section 7 Volunteer Management

This section highlights three critical components of a successful volunteer project:

- Orientation and Training,
- Volunteer Supervision, and
- Risk Management and Safety.

We will explore the differences between orientation and training, and how to plan for both. Volunteer supervision focuses on the importance of communication required to engage and inform your volunteers. Learn how to plan for unforeseen situations and how to document incidents.

ORIENTATION AND TRAINING

In this section you will learn to:

- **Organize and secure orientation and training**
- **Capitalize on orientation and training to create a positive impact on volunteers**

During the project mapping phase you planned your orientation and training needs and identified the resources you need. Look at the list of partners and potential partners and determine what resources they can offer for orientation and training. Consider asking for meeting space, printing of materials, or experts to facilitate training. Don't forget to include representatives from the Partner Organization to share about the agency and the impact the project will have on the community.

You will need to consider how you will orient and train the volunteers working on the project. In order for your volunteers to be an effective part of the project, they need to understand the issue that the project addresses and the impact it will make on the community. Volunteer orientation can be conducted prior to the project or included as part of the events on the actual day of service.

Orientation should include a brief overview of the Partner Organization's mission and services and how volunteer support is contributing to that mission. You may always go deeper by discussing the community issue that is being addressed by the agency and/or the project. A brief history of the issue, current statistics, current events related to the issue area, and other civic engagement opportunities linked to this issue are all extremely helpful in educating volunteers. Orientation should also include an outline of the project and what volunteers will be doing during the project, so that everyone knows what to expect and what is expected of them.

The orientation and education portion of the project has many positive impacts on volunteers. It allows them to:

- See the impact they are having on the agency and its clients
- Feel a greater part of a whole, when they see all the services the agency provides
- Better understand the critical needs of the community
- Better understand how to effect change within the issue area being addressed

In addition to orientation, you may need to train volunteers for the work they will be doing. You may recruit volunteers who already have the necessary skills; however, many volunteers will need some instruction. If volunteers are prepared for the project, they will feel more comfortable with the work, the project will run more smoothly, and your team is more likely to achieve its goals for the project.

Plan for what resources you need in order to orient and train the volunteers to the project. Consider these things:

- Time
 - When will you conduct the orientation and training? How much time will you need? Will you need to conduct more than one training session?
- Location
 - Will orientation and training be held at the service site or another location? Do you need a large space, chairs, tables, electricity?
- Facilitators
 - Can staff lead orientation and training or will you need another trainer with project-specific skills? Is on-site training required and, if so, who will lead it? In addition, you will need someone from the partner agency to speak to volunteers about the mission of the Partner Organization, challenges they are facing, how the project will impact the organization, and how volunteers can become involved on an on-going basis.
- Instructional materials
 - Will you need printed materials, a PowerPoint presentation, or on-line training?

It's important that your volunteers go through both an orientation and a training process if special skills are needed during the project. Orientation provides the volunteers with an overview of your project, the partner agency's mission, the types of volunteer roles that are available, and maybe a project site tour. The purpose of an orientation is to help the volunteers understand where they fit into the overall project.

Training is much more formal and is usually job function specific. This allows volunteers to learn the actual expectations of the job and the skills needed. Training might include shadowing, skill development, and a determination if the volunteer is ultimately capable of doing the job.

It's important to remember that orientation and training are different and a skill-specific volunteer position may require both, while a low-skilled position may require a brief explanation of duties. Make orientation and training events mandatory.

VOLUNTEER SUPERVISION

In this section you will learn to:

- **Keep volunteers actively engaged under your supervision**
- **Communicate effectively with volunteers**
- **Have other volunteer roles in mind for worst case scenarios**

As a Volunteer Leader, you are also a volunteer manager. As such, you are providing some kind of supervision, regardless if it is one day or a long-planning process. You should understand your own strengths and weaknesses when it relates to being a leader. Regardless, the number one key to a successful leader is effective communication throughout the process.

Volunteer Communication

Once you have created a recruitment strategy and enlisted volunteers for your project, it is a good idea to pre-register volunteers. Pre-registration can be as simple as providing a contact name, number, and/or e-mail address where volunteers can sign up. If volunteers pre-register, you will be able to contact them about project details and also discuss with them the skills, supplies, or friends they might also bring to the project.

Prior to the event, check with volunteers and make sure that all special needs (medical or otherwise) have been addressed and/or met. Also, keep the commitments you make. People will not support you if you don't provide information requested, address issues they bring up, and/or miss scheduled appointments.

Continue to be in contact with your team. Keeping volunteers motivated and excited about your project is the best guarantee for success! The more contact you provide, the more engaged your volunteers will be, and the more motivated they will be when they arrive. Also, respond to people's inquiries in a timely and thorough manner.

Make sure to confirm project details with them. Contact volunteers with a phone call or e-mail that:

- Introduces you (or another staff person, partner, or volunteer) as the project leader
- Thanks them for volunteering
- Provides the date and time of the project, service site address, directions, and parking information
- Describes what will occur at the project
- Lets volunteers know what to wear or not wear to the project
- Encourages volunteers to bring supplies they may have
- Tells volunteers whom to contact if they have a change in plans
- Includes your day-of-project contact info
- Details the rain/bad weather plan if applicable

Next you can find a sample of a volunteer project confirmation template including most of items previously mentioned. Provide this information 5 to 7 days prior to the event.

Volunteer Project Confirmation Template

Thank you so much for volunteering for (name of project) _____. We have a wonderful project planned! Below are the details for the project that you will be doing on (date) _____. Please review the following information and contact me if you have any questions.

I look forward to seeing you!

Project Leader name: _____

Phone number: _____ Project site phone number: _____

Organization we will be assisting: _____

Project site address: _____

Directions/special instructions: _____

What we will be doing: _____

What you should wear: _____

Items you should bring: _____

When you arrive, check in with our Team Leader, _____ who will be there to answer questions and get you started.

Timeline of Activity:

- _____ Arrive/Check-in
- _____ Orientation to agency and project
- _____ Perform the work
- _____ Clean-up
- _____ Reflection on the day and completion

On the day of the project, designate an area for volunteers to “check in.” This will allow you to better manage volunteers that attend the project and effectively track their volunteer hours.

RISK MANAGEMENT AND SAFETY

In this section you will learn to:

- **Prevent potential problems and be prepared to manage unforeseen situations of risk**
- **Report volunteer incidents**

Risk management is a process to assess potential problems and taking steps to try to avoid them. Some potential risks related to volunteers might include:

- Injury while using a tool for the project
- Slipping or falling due to water, holes, or unsafe surfaces
- Volunteers who use their vehicles to implement part of the project and crash
- Theft or suspected theft from other volunteers or of agency clients/staff
- Threats or violence against other volunteers, clients or staff
- Volunteers who may have taken drugs or alcohol before or during the project period

Ask yourself:

- What things could go wrong?
- What would I do if something does happen?

Ensuring the safety of life and property is critical. By reviewing the project for possible hazards and educating volunteers about safety, you will reduce the chance of someone getting hurt. Know of all nearby emergency exits and first-aid kits if appropriate. Assign a safety point person for the day of the event. Always have a first aid kit on hand and a phone to call 911 if necessary.

The safety tips below may be useful while on site at an outdoor project. Please look through the list and advise your volunteers to take these precautions, if applicable.

- Wear sunscreen if outside
- Drink plenty of water, even if you don't feel thirsty. Remain hydrated!
- Where appropriate, wear gloves, goggles and dust masks (these last two items must be worn when scraping, sanding, or spray painting), safety vests, and sturdy closed-toed shoes
- Watch out for sharp or dangerous objects such as broken glass or nails.
- When finished with tools, be sure to put them in an appropriate place and with sharp edges pointed down. Please do not leave tools lying around, as someone may injure themselves
- Clean your equipment before you leave
- If children are present, please watch them closely to be certain that they are not playing with dangerous or inappropriate items
- If using a ladder, make sure that all of the rungs are intact. When on a ladder, have a spotter. Make sure you are going up the ladder on the right side, and do not stand on the top rung of the ladder
- If using scaffolding, always have a spotter
- Stay away from any electrical feeds
- Do not intentionally inhale chemical fumes
- Turn rocks away from you, not toward you. (Critters like to hide under them!)

- Please do not wander away from the project, volunteer group, trail or work area
- Please report all incidents immediately to the project or team leader

If you were planning a project indoors, what safety tips would you consider?

Alcohol

Many projects, especially fundraisers, will offer alcohol for the guests. You will need to discuss with your Partner Organization the policies surrounding on-duty volunteers and alcohol consumption. There may be hard fast rules that prohibit a volunteer from consuming alcohol during the event, at other times it may not be a concern. You will need to communicate this policy clearly to your volunteers prior to the project and the day-of the project. Make a plan for what will happen if the policy is violated. Will you warn the volunteer, redirect them to alternative tasks, or send them home? How will you document this?

If you are responsible for volunteers who will be serving alcohol, be sure to collect a copy of their server’s permit prior to the event. Confirm that the permits are valid and current.

Project Risk Assessment

Always think through the worst-case scenarios. Play devil’s advocate as you analyze the possibilities of what could go wrong. Record the strategy to handle the problems. When you plan ahead for a problem, you can handle it with minimal disruption and cost. The key point here is to not only think about what to do before you need to do it, but to also know whom you need to contact and have their phone numbers readily available.

Project Risk Assessment		
Task	Risk	Plan
Indoor painting	Fall off ladder – break a bone	Perform first aid, Call 911 and volunteer’s emergency contact, complete incident report

Liability Waiver

Make sure all the volunteers sign a liability waiver where they acknowledge all the risks involved related to their participation in the service project. You will need to return all completed waivers to the Volunteer Center after the project is complete. Liability waivers may be completed online if you make arrangements with the Volunteer Center. This waiver can also be also used as a photo release form. Check with your Partner Organization, they may have an approved liability waiver.

Volunteer Activity

Liability Waiver & Photo Release Form

MAKE ENOUGH COPIES OF THE ATTACHED WAIVER FORM FOR EACH VOLUNTEER OR GUARDIAN TO SIGN. RETURN ALL OF THE FORMS TOGETHER, NO LATER THAN THE DAY OF YOUR PROJECT.

In consideration of your acceptance of this entry, I, the undersigned, for myself and my heirs, assigns and personal representatives, do hereby agree to the following:

I acknowledge that participation in a Customized Group Volunteer Activity event is a potentially hazardous activity, and that I should not participate in this event unless I am medically and physically able to do so. I KNOWINGLY AND FREELY ASSUME ALL SUCH RISKS, known and unknown, associated with my voluntary participation in this event, even if arising from the negligence of _____, event workers, officials, sponsors, volunteers and their representatives, successors, agents, employees and assigns (the "Releases") or others. In addition, I covenant not to sue and hereby WAIVE, RELEASE and DISCHARGE the Releases from ANY AND ALL CLAIMS, LIABILITIES, DEBTS, AND CAUSES OF ACTION, whether foreseen or unforeseen, for death, personal injury, property damage or any other injuries which may arise from my travel to, participation in, or return from this event. If I observe any unusual or unnecessary hazard during my participation, I will bring such to the attention of the nearest event worker as soon as possible.

I hereby consent to and authorize the use or reproduction by _____ and the Releases, and/or agents authorized by them, of any and all photographs, video reproductions, motion pictures, or other record taken this day, including without limitation pictures and sound of myself alone or with others, for any reasonable purpose, without compensation to me.

I hereby certify that I am 18 years of age or over.

ALL PARTICIPANTS MUST SIGN A COPY OF THIS FORM BEFORE ALLOWED TO PARTICIPATE: I have read this liability waiver and photo release form, fully understand its terms, understand that I have given up substantial rights by signing it, and sign it freely and voluntarily without any inducement. (PLEASE USE INK PEN)

Signature

Print Name

Middle Initial

Age/Age Range

Date

Address City State Zip

E-mail Address

Company/Organization You Represent (If applicable)

Team Leader

T-shirt size: ___S ___M ___L ___XL ___2XL ___3XL

The following two items are for demographic purposes only:

Gender

Ethnicity

IF PARTICIPANT IS UNDER AGE 18 PARENT OR GUARDIAN MUST SIGN BELOW: This is to certify that I, as parent/guardian with legal responsibility for this participant, do consent and agree not only to his/her release of the Releases, but also to release and indemnify the Releases from any and all liabilities incident to my minor child's involvement or participation in a Customized Group Volunteer Activity event, even if arising from the _____'s negligence, for myself, my heirs, assigns and next of kin.

Parent/Guardian Signature

Parent/Guardian Printed Name

If you have any questions, please call at _____
Please return no later than the day of your project to: Volunteer Leader
Agency _____
Street Address FAX # _____

Volunteer Incident Report

It is a good idea to document all incidents that occur while on the project site. This will help to mitigate risk. In the case that an accident or injury occurs during a volunteer project, it is important that the Volunteer Leader collect as much information as possible regarding the incident, including pictures of the scene if applicable. Use the sample Volunteer Incident Report Form as a guide

Volunteer Incident Report Form

Project:	
Date:	
Project Location:	
Volunteer Leader:	
Volunteer Leader Phone:	
Name of Injured Person:	
Date and Approximate Time of Incident:	
Describe the incident, including who was injured and/or what was damaged. (Use additional pages as necessary):	
Name of individuals involved:	
Address/location of incident:	

The Injured Person is:

- Active employee of _____
- Retired employee of _____
- Partner Organization staff of _____
- Partner Organization volunteer of _____
- Community volunteer
- Other

Was EMS contacted? Yes No

Injured Person Signature: _____ Date: _____

Volunteer Leader Signature: _____ Date: _____

VOLUNTEER LEADER

Section 8 Day of Project Management and Logistics

DAY OF PROJECT MANAGEMENT AND LOGISTICS

In this section you will learn to:

- **Focus on details that will facilitate the project implementation**
- **Effectively manage your time prioritizing the work that is really important**

Finalize Your Project Plan

Have you ever planned a service project, arrived at the site, and realized that you forgot something important? It may have seemed like a minor detail early in the planning process and so you decided to take care of it later . . . but later never came. Instead of discovering what's missing on the day of the project, take time to carefully review your plans to make sure everything is taken care of ahead of time. This section will provide you with an idea of the types of details you should watch for.

Completing the Project Plan

In the weeks before the event, you will need to iron out any kinks and confirm that all aspects of the project are ready to go.

- Address questions and concerns.
If you do not think a project/task is feasible or if you have questions or concerns, be sure to discuss any changes that you feel need to be made with your team and partners.
- Finalize the project plan.
If necessary, make additional visits to the service site in order to finalize the mapping process and to ensure that you are prepared to run a successful project. Be sure to stay in contact with your agency partner about details for the project.
- Meet with volunteer project managers, if you use them.
Meet with the staff and volunteers who will be leading the project to make sure everyone is comfortable with the scope of the project and understands the plan. Leaders should also be familiar with the layout of the site and emergency procedures. Utilize your leaders to delegate tasks within the groups.
- Review the schedule.
Review the project schedule with the staff at the service site. Discuss the time the facility needs to be opened on the day of the event. If the facility isn't usually open on that day, get the name and contact information for the person who will let you in.
- Implement a PR and media plan (if necessary).
If PR and media attention are important to the project, begin working with communications contacts early so they can develop and implement a strategy to seek coverage for your project. You will want to make sure you've assigned a media spokesperson to be at the service site and that he/she is armed with media kits and talking points.
- Discuss documentation of the event.
Ask a volunteer to take pictures of the project. You should make a list of the types of pictures you want, such as close-ups of people, volunteers in action, or team photos.

- Confirm all tools and materials.
Confirm that all tools and materials have been picked up and are onsite. Obtain any over-looked items. Make sure you've thought through all the cleaning supplies you might need. Extra work gloves and trash bags are always a good idea!
- Plan a reflection experience.
Confirm the plans for reflection if you plan to do this. Make sure that you have scheduled time for reflection and have the necessary information to lead an engaging, thought-provoking discussion about the issue or Partner Organization. Be sure to include a challenge to be involved on an ongoing basis with the Partner Organization. Reflection will be covered more in one of the future sections.
- Provide food and beverages.
Confirm plans for ample refreshments at the project site. Don't forget to plan for plates, napkins, cups, utensils, ice, coolers, etc.
- Check, double-check, and triple-check!
Don't leave anything to chance. It's better to confirm a detail twice than to assume someone else will do it. Ask your project leaders to review details. If someone agrees to be responsible for any materials, follow up with an e-mail. Stay in touch with partners/donors who are providing financial or in-kind resources to make sure you have everything you need before the day of the project.
- Organize final planning meetings.
Meet with your Volunteer Project Managers to ensure everyone is confident about all project details.
- Create a "call list."
Exchange cell phone numbers with all key contacts if you have not already done so. You may also want to secure walkie-talkies for the day of the project.
- Make final calls.
Make any final calls to project-specific contacts, such as landscapers, media contacts, etc.
- Identify a bilingual speaker if necessary.
You want all volunteers to have a meaningful experience, so make sure you have the language capabilities to communicate with each volunteer.
- Set up project stations.
Make sure you will have table and chairs for a volunteer registration area at the service site so volunteers can sign in. You may also want to have a water/refreshment station, a first aid station, and/or a media desk.
- Pack a project kit.
Pack a kit with materials you will need to facilitate the project: sign-in sheets, waivers, incident report forms, task lists, evaluations, pens, markers, tape, poster board, rope/bungee cords, paper, clipboards, first aid kit and nametags. You will need these things for registration, to take notes, to make signs (directions to water, bathrooms, etc.),

to hang banners, and to handle little details of the day. You may also want to bring handouts about the next volunteer opportunity.

- Check on trash containers.
Make sure there will be ample trashcans and recycling bins with bin liners.
- Create a fun atmosphere.
Consider playing music to create a fun, energizing atmosphere.

Marketing Your Project

In some cases, you may find the need to promote your project to the community at large. For instance, if your project is a fundraiser and you want to promote the event to business professionals who can afford to attend and purchase auction items. Or, if your project is a health fair or cultural awareness event, you may want the local community to attend or benefit from the services being provided.

Some helpful tips for grassroots promotion include:

- Create and post flyers in your community. Be sure to include e-mail and phone contacts.
- Publicize your project in local newspapers, websites, and newsletters.
- Don't be afraid to "tap" people's emotions (happiness, anger, fear, passion) and incite them to get involved.
- Try creative outreach, such as posting flyers or hosting outreach stations at local corner stores, bus stops, fast food spots, or other informal gathering places.
- Social media and crowd-sourcing can be used to gather support for a project. Consider finding volunteers, sponsors, funding through social media outlets that drive people to your project.

Ending a Project

At the end of the project, a number of logistical matters should be addressed:

- **Clean up-** Ask everyone do their part! Have Volunteer Project Managers lead volunteers in making the site look better than it did when they arrived. All materials should be used or donated to the Partner Organization. All tools should be returned to their respective areas.
- **Reflection-** Reflection and community building provide volunteers an opportunity to reflect on the day's events. These activities help volunteers connect to the mission of the project. The next section will go into further detail on how to conduct reflection activities.
- **Recognition and Celebration-** Volunteer recognition is a must! You should make sure that volunteers feel appreciated, and you should invite them back to serve again. If possible enlist the help of a representative and/or client of the Partner Organization. Celebrate the work they have done! We'll discuss this further in a later section of this manual.
- **Evaluation-** Evaluation and feedback are necessary for improving your projects. The information gathered through these forms will help your future projects better suit the needs of your volunteers and your community.

Clean Up

Spend adequate time cleaning up after the project is finished. You always want to leave the site cleaner than it was when you arrived. Here are some steps to follow:

- Collect and dispose of or recycle any food-related trash, including wrappers, empty water bottles or cups
- Empty any unused, un-reusable products into proper containers and throw them away
- Collect all stray plastic and paper products on the ground
- Gather up the garbage, bag it and dispose of it properly
- Break down the registration table and break area, if applicable. Store the table, chairs, and other furniture in their proper places
- Store any extra forms you have; you may be able to use them at a later time
- Collect the sign-in sheets, volunteer waiver forms, evaluations and any other forms for your documentation
- Make sure that no personal belongings are left on-site
- Collect all of your safety items for re-use (If possible)
- Do a final walk-through of the site to make sure it is in the same or better condition than when you arrived.
- If you have engaged in a painting activity, make sure that all paint is removed from the floors and any other inappropriate places, wash out the brushes in a designated/appropriate area

Manage Your Project

Successful projects exhibit a good balance between logistics, time and people. As a Volunteer Leader, you will need to balance these three elements effectively in order to implement a successful, productive service project. This section will discuss the various elements of a service project and how they can be managed effectively.

Managing Time

The first 30 minutes of every project may seem a little chaotic as people get acclimated to their tasks, become familiar with the site area and mingle with other volunteers. However, YOU KNOW THE PLAN! Try to remain calm and confident at all times.

Project leaders can play a key role in monitoring progress at the project. Ask them to adjust the work according to the progress being made. It is better to fully complete a portion of the project than to not complete any of the project(s). The volunteers will feel a sense of productivity when they see the fruits of their efforts, even if it is only part of the project that is complete.

If it helps, apply the “80/20” Rule” to time management. This rule, also known as Pareto’s Principle or Pareto’s Law, can be a very effective tool in helping you manage time and tasks effectively. The “80/20 Rule” means that in every project, a few things (approximately 20 percent) are vital and many (approximately 80 percent) are incidental.

Project managers know that 20 percent of the work (most likely, the first 10 percent and the last 10 percent) consumes a large majority of your time and resources. The value of the Pareto Principle for a manager is that it reminds you to focus on the 20 percent that matters most. When the fire drills of the day begin to zap your time, remind yourself of the 20 percent that needs your undivided attention. If something is not going to get done, make sure it is not a crucial aspect of the project.

This “80/20 Rule” can help serve as a daily reminder to focus on the majority of your work that is really important. Don’t just work hard; work smart!

Developing a project day agenda is a good idea to keep volunteers informed and keep all parties on track. Use the sample Project Day Agenda below as a guide. Also, use the Project Day Checklist and Project Day Timeline below to direct your day of project activities.

Contingency Planning

Create contingency plans for weather (rain, extreme heat or cold, etc.) and other problems that can be anticipated. Another problem could be varying numbers of volunteers. What will you do if you have too many or too few volunteers for the project you planned? When you visited the service site, you made a list of all the potential projects. Later, you created a task list and prioritized the jobs to be done. If you have fewer volunteers than you anticipated, use this list to determine which tasks are the most important and can be finished by a small group so that the volunteers have a sense of accomplishment at the end of the project. If you have more volunteers than you planned for, look farther down the list for more tasks to be completed.

Sample Project Day Agenda

If you are conducting your service project in one day, this is one example of what your agenda could look like:

Time	Activity
8:30 a.m. - 9:30 a.m.	Arrive at your project site Perform necessary set up
9:30 a.m. – 9:45 a.m.	Greet volunteers Distribute nametags Have volunteers sign in Introduce agency contact Agency contact welcome and comments
9:45 a.m. – 12:00 p.m.	Project coordinators and task leaders direct volunteers in project tasks
12:00 p.m. – 12:45 p.m.	Lunch break
12:45 p.m. – 2:30 p.m.	Lead and direct volunteers to completion of project
2:30 p.m. – 3:00 p.m.	Begin all clean-up tasks
3:00 p.m. –4:00 p.m.	Lead a group reflection activity Have volunteers fill out evaluations
4:00 p.m. – 5:00 p.m.	Thank volunteers and celebrate!

Logistics

Below are a few helpful hints on managing the execution of a volunteer project:

Last-Minute Project Details Checklist

Finalize Project Plan

- Have you shared your plan with all interested parties? If necessary, make additional visits to the service site in order to finalize the task matrix and to ensure that you are prepared to run a successful project. Be sure to stay in contact with your partners about details for the project.
- Are there questions and concerns that still need to be addressed? If you do not think a project/task is feasible, or if you have questions or concerns, be sure to discuss any changes that you feel need to be made with your team and partners.
- Have you met with Volunteer Project Managers and task leaders? Meet with individuals leading the project to make sure that everyone is comfortable with the project scope and understand the plan.
- Have you organized a final planning meeting?
- Have you assigned volunteers to serve as Volunteer Project Managers to work with specific parts of the event?
- Has time been allotted for set up, breaks, lunch, proper clean up, reflection and evaluation?
- Are volunteers aware of their scheduled volunteer time?

Contingency Plan

- Have you thought about all possible "worst case scenarios" and created a plan for how to manage these potential situations?

Safety

- Have you reviewed the project for all potential hazards?
- Do you know where all the first aid kits and automated external defibrillators (AED's) are located?
- Do you have a phone nearby to call for emergency services?
- Do you have incident reports on hand?

Fun

- Have you planned to incorporate fun into your service project (such as music, fun reflection activities, games, etc.)?

Registration and Communication

- Have you sent correspondence to all volunteers informing them of all the details?
- Do you have a designated area set up for volunteer registration?
- Have you asked about special volunteer needs?
- Does the Partner Organization know their role?

Day of Project Checklist

- Verify that all materials and tasks are ready prior to volunteers arriving.
- Consider inviting key volunteers to assist with set-up.
- Welcome and register all volunteers.
- Have volunteers sign waivers of liability.
- Have nametags for all staff members and volunteers.
- Present brief organization and project overview, including the impact of the project.
- Motivate and manage volunteers; make sure each volunteer has a task to complete.
- Manage the volunteers' time for effective service.
- At the halfway point, ask if there is too much or not enough to do.
- Prioritize tasks; complete the most important jobs first.
- Have back-up projects available for extra work.
- Monitor safety.
- Don't get wrapped up in doing the work; be available for answering questions and troubleshooting.
- If possible, take photos.
- Clean up.
- Reflect and evaluate.
- Thank volunteers and inform them of future volunteer opportunities.

Day of Project Timeline

1-3 hours before the Project

- Wear your project t-shirt (if you had them made).
- Review the day's activities. Confirm your task and project priority list.
- Deliver any final supplies and materials to the site.
- Arrive at the project site at least one hour early to prepare. Volunteers often arrive early and may throw off your set-up plans!
- Meet your contacts at the project site, and make sure they are prepared to give a brief overview of their organization and how the project will benefit the organization and community.
- Unpack supplies, and make sure that tools are available and ready.
- Have all tools and materials ready and waiting at the location where a particular task will take place.
- Take "before" photos.
- Arrange any handouts, nametags and volunteer sign-in sheets.
- Post any necessary signs, such as those to welcome and direct volunteers.
- Designate stations for tools, refreshments and any other stations needed.
- Start the project.
- Welcome volunteers.
- Ask volunteers to sign in, fill out any necessary forms (such as liability waivers) and take a nametag.
- Gather volunteers together to thank them for participating and introduce yourself and your project partners.
- Welcome and introduce volunteers.
- Give a brief orientation, including an overview of the project and its importance.
- Ask the organization contact person to spend a few moments talking about the mission and history of the organization and how the project will affect the community, organization and the people you are serving.

- Go over the agenda for the day, discussing the schedule and tasks and reminding volunteers that you will have a brief time for reflection and evaluation at the end of the project.
- Review safety procedures.
- Set a goal for the first half of the project.
- Assign tasks. Describe each task to be completed. Introduce the task leader (or assign leaders if necessary). Assign volunteers to the different work areas, making sure that each task has the correct number of volunteers and that each volunteer feels comfortable and prepared to complete the task.
- Distribute tools and supplies. Remind volunteers of the safety procedures.

Throughout the Project

- Be a leader!
- Know your outcome, and convey it to the volunteers.
- Be organized and delegate work to volunteers. Keep the project on schedule.
- HAVE FUN and encourage volunteers to enjoy the service, too.
- Give positive reinforcement.
- Be a public relations agent for your project with volunteers, the organization contact person and the community.
- Take pictures.
- If the volunteers take a lunch or refreshment break, encourage them to interact with each other, especially people they may not know. Take this time to give an update on the day's progress and go over the schedule for the rest of the day.
- Thank volunteers.

Before the End of the Project

- Be sure to start clean-up efforts at least 30 minutes before the scheduled end of the project. Encourage volunteers to help with cleaning up the area.
- Lead a reflection activity or discussion with all volunteers. Encourage everyone to examine their service and what it meant to them personally.
- Ask volunteers and partners to complete an evaluation.
- Thank volunteers.
- CELEBRATE!

Before You Leave the Project Site

- Take "after" photos.
- Have a final debrief with the agency/school contact.
- Survey the site to make sure you are leaving it better than you found it. Make sure that all of the trash is picked up, lights are turned off and the building is secured, if needed.
- Assess any follow-up work that is needed.

Immediately after the Project:

- Set a follow-up meeting with Volunteer Project Managers for the next week.
- Assess the work completed.
- Complete an evaluation as the service leader.
- Review results from the evaluations collected at the project.
- Remember to gather and record any anecdotal evaluation (i.e., stories shared during reflection and observations made during the project).
- Confirm project attendance and calculate total volunteer hours contributed.
- Determine if the needs of the organization were met. If there are any unmet needs, discuss how and when they will be addressed.

- ❑ Identify how to improve the project next time.
- ❑ Send follow-up correspondence to volunteers or host a recognition event for them. Say thank you and share outcomes.
- ❑ Meet with your Partner Organization/United Way of Central Indiana to evaluate the project. Provide the list of your volunteer contacts, income/expense report, donation tracking data, and any other materials that are requested.

Like in every type of project, you might find that there are last minute details that need to be addressed. Through this guide, we are trying to prepare you as much as possible to be ready for the day of the service project. Take a look at these last minute details.

VOLUNTEER LEADER

Section 9

Volunteer Reflection

REFLECTION

In this section you will learn to:

- **Guide volunteers to reflect on the value of their volunteer work**
- **Improve your facilitation skills by asking the right questions**

Throughout the project, provide structured time for volunteers to think and talk about their service experience. This time of reflection can create a stronger sense of accomplishment, establish a deeper connection to the community, deepen volunteers' understanding of the social issue your project addresses, and increase their commitment to service.

Reflection is designed to encourage volunteers to examine the project in terms of what they did, what they learned, how it affected them, and their next steps. Reflection can take many forms. Volunteers can have a group discussion, write about their experience, create a photo-journal of the project, or respond to quotes about service. When planning your project, decide which form of reflection you will use. Tailor the reflection activity to the project; for example, if volunteers are assisting with arts and crafts classes at a day care, they can create simple art project about their service experience.

Reflection/Learning Guide

Reflection is another word for learning. Reflection is sometimes distinguished from learning in that it is connected to a direct experience. In this case, volunteering is the direct experience. Through a group reflection, volunteers can analyze the community need being addressed by their volunteer project, evaluate their experience, form opinions, and consider what skills and competencies they learned. Critical reflection allows the volunteers to examine and question their own opinions, attitudes, and beliefs, and also considers the professional implications of the volunteer experience.

Group reflection can be done immediately after a volunteer project is complete or within a reasonable time period after (1-3 weeks). Reflections immediately after volunteering can take place at the volunteer organization. However, allowing volunteers to reflect at a later time may provide more privacy, allow for additional time to process, and provide an opportunity to complete some other assessment tools in advance, which may help direct the conversation. Group reflections must be facilitated by one or more people. You can get an outside facilitator or ask one of the team members to conduct it. Group facilitation is a leadership and skill development opportunity as well.

Some tips for good facilitation:

- Ask open-ended questions – Conversation ends when a question merely requires a yes/no response. Open-ended questions require the respondent to elaborate or provide details.
- Ask follow-up questions – People often start by answering questions with little detail until the conversation gets going, so it is good to ask follow up questions like: What makes you say that? Why do you think that is? How do you know that? Would you be willing to provide a little more detail about that?

- Play Devil's Advocate – If the group is all agreeing on the same issues, challenge them by saying just the opposite. That frees others up to join your side or to be more certain of their beliefs.
- Keep focused – Ask for the participants to stay on the topic at hand. It is important not to let the group stray or you will not get through your questions and some participants will check out.
- Ask questions of quiet participants – Sometimes the quiet people have some great insights but just cannot seem to get into the conversation. Stop and ask specific quiet people what they think.
- Be comfortable with silence – The group may need some time to consider topics and make some connections. They may be quiet because they are thinking and if you interrupt them, you may lose some valuable conversation.
- Do not let one person dominate – If one person is dominating the conversation, say: Let's hear from someone who hasn't spoken yet or in while?
- Shut down hostility – If anyone gets hostile or angry, the entire group will shut down. It is important to start with some ground rules. One of them might be: It is ok to disagree, but we need to do it with respect and assure dignity for all.

Typical reflection questions for a group volunteer experience include:

- What did we learn about community needs?
- How was this nonprofit working to solve a community need?
- How did the work we completed benefit the community?
- How did it relate to your every day life?
- What did it mean to you personally?
- What did you learn that could help you in your work?
- What skills and knowledge from your job did you apply to the volunteer experience?
- What skills or knowledge did you lack when completing the project?
- What insights did you gain concerning your career goals?
- What impact might this project have on you for your lifelong learning?
- What did you learn about volunteering and working with nonprofits?
- How will you use what you have learned?

Reflection Wrap-up

At the conclusion of the reflection session you will need to wrap-up the discussion. Here are some tips to help with this process:

- Summarize what was discussed
- Connect activity to the Partner Organization's mission
- Clearly define outcomes when possible
- Ask whether anyone will continue to volunteer with the Partner Organization and assure that they have appropriate contact information if needed
- Discuss whether the group will work together again
- If the project is an ongoing project, discuss what they group wants to do differently next time

VOLUNTEER LEADER

Section 10 Volunteer Recognition

RECOGNITION

In this section you will learn to:

- **Make use of the basic volunteer recognition rules**
- **Use both informal and formal recognition**

At the end of the project, you must take time to recognize your volunteers. Your recognition or celebration can be the same day as the project (perhaps even at the project site) or later in a different location.

Showing appreciation for your volunteers is a great way to get them to come back! The simplest acknowledgement and appreciation practices are often the most effective. When showing volunteers that you care, make sure to consider these basic rules for volunteer recognition when planning a recognition effort:

Volunteer Recognition Rules

1. Recognize . . . or else — the need for recognition is very important to most people. If volunteers do not get recognition for productive participation, it is likely that they will feel unappreciated and may stop volunteering or may not help you with future projects.
2. Give it frequently and on a timely basis — Praise for work should come as soon as possible after the achievement. Recognition has a short shelf life. Its effects start to wear off after a few days, and after several weeks of not hearing anything positive, volunteers start to wonder if they are appreciated. Giving recognition once a year at a recognition banquet is not enough. If a volunteer has to wait months before hearing any word of praise, she may develop resentment for lack of praise in the meantime.
3. Give it via a variety of methods — One of the implications of the previous rule is that you need a variety of methods of showing appreciation to volunteers.
4. Give it honestly — Don't give praise unless you mean it. If you praise substandard performance, the praise you give to others for good work will not be valued. If a volunteer is performing poorly, you might be able to give him honest recognition for his effort or for some personality trait.
5. Recognize the person, not just the work — This is a subtle but important distinction. If volunteers organize a fund-raising event, for example, and you praise the event without mentioning who organized it, the volunteers may feel some resentment. Make sure you connect the volunteer's name to it.
6. Give it appropriately to the achievement — Small accomplishments should be praised with low-effort methods, large accomplishments should get something more.
7. Give it consistently — If two volunteers are responsible for similar achievements, they ought to get similar recognition. If one gets her picture in the lobby and another gets an approving nod, the latter may feel resentment. This does not mean that the recognition has to be exactly the same but that it should be the result of similar effort on your part.

8. Give it in an individualized fashion — Different people like different things. Some like public recognition; others find it embarrassing. In order to provide effective recognition, you need to get to know your volunteers and what they will respond to positively.
9. Have a clear message. Create a clear, well-communicated connection between accomplishments and the recognition received.
10. The most important way to recognize volunteers is to treat them with respect and give them support and praise throughout the project.

Formal and Informal Recognition

Volunteers should feel that they are an important part of the project. They should be involved in decision making, and their achievements should be recognized. There are many ways of making volunteers feel involved, welcome or recognized. Different people value different forms of recognition, so here are some suggestions for both formal and informal ways of showing how much you value your organization's volunteers.

Formal

- Volunteer events (for example, a thank you event)
- Certificates (could be an annual 'thank you', or after a fixed term, such as completion of a specific number of volunteering hours)

Informal

- Saying 'thank you'
- Making sure they have enough tasks to do every day
- Creating social events

Volunteer recognition and celebration can range from a simple thank you note up to an organized banquet. Remember the rules we just talked about previously. Try to understand the needs and likes of your volunteers, the project timeframe and last but not least, don't forget to be mindful of the resources you have available. Here are some additional ideas:

Recognition/celebration ideas

- Thank you card
- Certificate of recognition
- Customized bookmark
- On-the-job photos
- Thankfulness poster
- Gift card
- Outing-Movies
- Ice cream social
- Old time pizza
- Recognition dinner

What kinds of recognition have you received that worked well? What didn't work well?

How would you recognize the volunteers in the following situations?

1. A team of 5 volunteers decorated your Partner Organization client lunch room and community bulletin boards for the holiday season. They brought their own supplies, took care to not interfere with client activities while they worked, and have already scheduled the next decorating date for after the holiday.
2. 200 volunteers assisted with your Partner Organization's annual fun run/walk. They manned water stations, timed runners, handed out t-shirts, registered runners, and helped with set-up and clean-up. It was a great day...until it started to pour!
3. You've been working with a committee of volunteers leading the first awareness campaign for your Partner Organization. The campaign had lofty goals. Although the team worked well together and followed an aggressive plan they fell short of goal by 25%. The Partner Organization is planning on running the campaign again next year.
4. You lead a group of 25 college students who built a new play set for your Partner Organization. The project was completed over spring break. The students also planned and ran games for the children, age 5-10, in the facility each afternoon.

VOLUNTEER LEADER

Section 11 Project Evaluation and Reporting

EVALUATION

In this section you will learn to:

- **Use a structured evaluation system**
- **Develop outputs and outcomes for your project**
- **Utilize the results for your final report**

You should always evaluate your service efforts with staff, volunteers, and community members. Evaluation will give you valuable information to show the impact of the project on the program and the community. Evaluation will also help you in planning, managing, and implementing your next project. This guide considers volunteer feedback, project evaluation and final reporting.

Volunteer Feedback

Feedback is an opportunity to reflect on the overall management and implementation of the project. If you never know what the volunteers and your community contacts think, you will never be able to adequately address future needs. Therefore, do not hesitate to ask your project leaders, volunteers and Partner Organization's contacts for their feedback. Most people will be happy that you asked.

The Sample Evaluation Survey tool on the next page can help guide your feedback process.

To get feedback, ask those involved to complete a feedback form at the end of the project before everyone leaves. You already have them there, the experience is fresh in their minds and you can get it from them quickly. Ask a volunteer to pass out feedback forms. Do not ask volunteers to put their names on these forms; people are more comfortable giving anonymous feedback. Do not react or respond to the feedback while at the project site. If a volunteer gives you his or her name and contact information, you should call him or her to discuss it further shortly after the project.

If immediate feedback is not an option, you can mail or e-mail participants a feedback form within a week of the project. You can attach a feedback form to the thank you letter or follow-up correspondence. If you are mailing the form, include a stamped return envelope; this increases the likelihood of getting a returned form. There are also several on-line tools that can be used to complete an electronic survey that will tabulate the responses.

Volunteer Feedback Project Survey

Please tell us about your volunteer experience today. Please complete this survey before you leave the project site and turn it in to your Volunteer Leader.

Rate the following statements on a scale of 1-5, where 1= "Strongly Disagree", 3 = "neutral" and 5="Strongly Agree."

1. The project we completed made a positive impact on the community.

1 2 3 4 5

2. Participating in this project was a good way to meet and network with people in my community.

1 2 3 4 5

3. I developed my leadership skills or other skills while volunteering on this project.

1 2 3 4 5

4. I understand the impact of our project on the partner agency or community.

1 2 3 4 5

5. I felt a sense of accomplishment at the end of the project.

1 2 3 4 5

6. The project was well organized.

1 2 3 4 5

7. This project motivated me to continue to volunteer.

1 2 3 4 5

8. I would like to lead a project in the future.

1 2 3 4 5

Share a memorable moment from the project (use the back of this sheet, if necessary):

How could we have improved this volunteer experience for you?

If you would like to share any other feedback, please list below.

Thank you!

Project Evaluation

Volunteer feedback is an important part of evaluating your volunteer project. However, you will also want to understand the impact and any outcomes as a result of your project. During and after your project you will want to track some common outputs and outcomes.

Outputs

Outputs are the measurable, tangible, and direct products or results of your activities. They lead to desired outcomes—benefits for participants, families, communities, or organizations—but are not themselves the changes you expect to be produced. They help you assess how well you are implementing the program.

Whenever possible, express outputs in terms of the size and/or scope of services and products delivered or produced by the program. They frequently include **quantities** or reflect the existence of something new.

If your project has any of the following examples of outputs, you will want to capture them for your final report:

- Classes taught or meetings held
- Materials developed or distributed
- Clients/students served
- Number of volunteers participating
- Hours of service provided
- Partnerships or coalitions formed
- Volunteers recruited
- Value of volunteer hours
- Products raised from in-kind drives
- Dollars raised through fundraising efforts

Note that an output statement doesn't reveal anything about quality.

Outcomes

Outcomes express the results that your program intends to achieve if implemented as planned. Outcomes are the **changes that occur or the difference that is made** for individuals, groups, families, organizations, systems, or communities during or after the program.

Outcomes answer the questions: "What difference did we make or what does success look like?" They reflect the core achievements you hope for your project.

Outcomes should:

- Represent the results or impacts that occur because of activities and services
- Be within the scope of the project's control or sphere of reasonable influence, as well as the timeframe you have chosen
- Be generally accepted as valid by various stakeholders (nonprofit staff and volunteers)
- Be phrased in terms of **change**
- Be **measurable**.

Types of Change: Regardless of your project, types of change are similar, because outcomes are about **change**: changes in **learning**, changes in **action**, or changes in **condition**.

Changes in Learning:

- New knowledge
- Increased skills
- Changed attitudes, opinions, or values
- Changed motivation or aspirations

For example:

- Participating volunteers increase their knowledge of poverty and hunger in our community.
- Teenagers receiving services through your project that increase their knowledge about healthy eating habits and exercise.

Changes in Action:

- Modified behavior or practice
- Changed decisions
- Changed policies

For example:

- Participating volunteers who sign up to volunteer a second time at the agency partner.
- Teenagers ages 15-18 who participate in a fitness program for the first time.

Changes in Condition:

- Human
- Economic
- Civic
- Environment

For example:

- Nonprofit partner who can serve more meals to clients in a year due to ongoing Volunteer Leader efforts.
- Decrease in unemployment rate among women participating in a career coaching program.

Output	Outcome
What you do/Who you serve	What has changed because of what you do
Activities completed	Learning attained (knowledge, skills, attitudes, opinions)
Participants and hours	Actions changed (behaviors, decisions, policies)
	Conditions changed (community)

Evaluation Methods

There are several different ways to capture outputs and outcomes for your project. Common tools you can use include:

- Tracking systems - online tools or paper tools that track attendance, hours, and other outputs
- Surveys - survey questions given to your volunteers, the agency staff, and/or the clients or students served
- Observations - personal observations from you and your volunteers about how the project went
- Pre/post test - an assessment questionnaire for clients or volunteers to understand what people learned or how their attitudes changed
- Case studies/existing research - what have others shown as outcomes from similar work?
- Interviews - meeting individually with volunteers, nonprofit staff, or clients to determine their personal perception of outcomes
- Focus Groups - groups of connected people (volunteers, clients, nonprofit staff) who are led through a group discussion about the project

Surveys are very common and allow for easy collection of data. However, you may find you want to use a combination of the above options. Ask yourself:

- What methods would work best for my project?
- What do I have time to complete?
- How will I complete the work?

Reporting your outputs and outcomes

Whatever project you select, you will want to spend some time considering the outputs and outcomes you hope to achieve. The process should include: 1) Setting goals; 2) measuring those goals; and 3) reporting those goals.

You will want to set goals when appropriate. For instance, you will want to set a goal for the number of volunteers you recruit (output); however, you may not want to set a goal for the number of volunteer hours that everyone will provide (output), even though you track and report both. When setting outcomes, remember that they reflect the change that comes as a result of your project. So an outcome for a food drive might be the number of clients who report receiving food that would otherwise have nothing to eat or the percentage of clients who report they are able to eat healthier foods. While some outputs (like the number of volunteer hours) might not need a goal, all outcomes should have a goal.

Setting a goal may be difficult when you haven't done a similar project before. For instance, how do you set a goal number for the percentage of clients who report they are able to eat healthier foods? Your Partner Organization should be able to help you, but you may also find that they have not thought through possible outcomes as well. In that case, you will need to help them consider the process. Ultimately, you may just need to pick an outcome goal you think is reasonable, even though you feel very uncomfortable with it.

While your project may be able to be successful even if you do not set or reach your goals, you should still set goals so everyone participating in the project has a sense of what you are trying

to achieve. Make sure your volunteers and your Partner Organization know the goals you hope to complete so everyone is working toward the same vision. These goals should all be established during the mapping process of your project.

Once you select your goals, you need to consider how you will know you reached them. In other words, how are you going to track the success? As noted under Evaluation Methods, there are several ways to track outputs and outcomes. For volunteer recruitment, you may know by how many volunteers have registered or through the sign-in sheets when they arrive. For many outcomes, you will need to conduct surveys, observations, or pre/post tests.

Then you need to measure the success. For volunteer recruitment, you will simply count how many volunteers show up at the project. Outcomes requiring surveys or pre/post tests require time to conduct them, tabulate them and assess success. You should ask yourself:

- When are we going to conduct the assessment?
- How do we make sure that people are responding genuinely?
- How will we tabulate and report the results?

Once you have your final results, you should consider who will want to know them. Certainly, the volunteers involved in the project, your Partner Organization, United Way, and maybe even the clients/students who received service.

Below are two examples of projects and some of the outputs/outcomes that you might track. Remember that you can track many aspects of the project, but you want to set outputs/outcomes based on what you think are the most important ones. The charts below provide some example goals, tracking methods, and successes. You may want to keep a similar chart to help keep you focused on success.

Example: Output/Outcome Tracking

Project description: Conduct a book drive to raise 100 books and provide ongoing tutoring to 10 students for one semester

Outputs		
Goal (if appropriate)	Tracking Method	Output Achieved
Recruit 20 volunteers	Registration of volunteers in an online system	22 volunteers
Raise \$500 for project supplies	Dollars collected	Raised \$400 for project supplies
Volunteer hours (no goal)	Volunteers reporting hours through the online system	40 hours of volunteer service for the book drive; 80 hours of ongoing tutoring hours
Volunteers trained	Sign-in sheets	20 volunteers trained to tutor; 2 training sessions held
Collect 100 books for students; capture in-kind value	Counting books collected; average children's book is \$8	Collected 220 books; in-kind value of \$1,760
Outcomes		
Goal	Tracking Method	Outcome Achieved
Students report feeling like better readers (learning)	Student survey	86% of students report that they are better readers
Students report reading more often than before (behavior)	Student reading log	90% of student logs show an increase in the number of hours they read
Students score better on standardized reading scores (learning)	School standardized testing scores	93% of students reached grade level reading
Students have 20 age appropriate books in their homes (condition)	Books supplied and taken home	98% of students report that they have 20 or more age appropriate books in their homes
Volunteers who report increased knowledge about low income families and education (learning)	Volunteer pre/post test	65% of volunteers increased their knowledge about low income families and low income children's struggles to stay at grade level

Project description: Conduct a one-time social event for 20 seniors who are often isolated

Outputs		
Goal (if appropriate)	Tracking Method	Output Achieved
Recruit 10 volunteers	Registration of volunteers via email to the Volunteer Leader	12 volunteers registered; 10 volunteers participated
Raise \$300 for event supplies	Counting dollars collected	Raised \$240
Volunteer hours (no goal)	Volunteers reporting hours via email to the Volunteer Leader	80 hours of volunteer service provided
Secure in-kind food donations to feed 20 seniors	Food product secured from grocery stores	Collected \$150 worth of in-kind product
Outcomes		
Goal	Tracking Method	Outcome Achieved
Seniors who report they feel less isolated (learning)	Client survey	93% of seniors said they felt less isolated
Seniors who report that the met new friends they will continue to communicate to after the event (condition)	Client survey	50% of seniors reported that they met a new friend that they will continue to communicate with after the event
Volunteers who report an increase in project management skills (learning)	Volunteer survey	80% of participating volunteers reported that they used or increased their project management skills

Exercise

Consider the projects below. Select one. Imagine what possible outputs and outcomes you might track. Add some examples in the following chart.

1. Organize a group to volunteer at a local animal shelter
2. Lead an arts therapy program for kids with special needs
3. Serve as the chairperson on a special events planning committee
4. Direct a job-skills training for unemployed individuals
5. Lead a support group session for domestic violence survivors
6. Serve as a recruiter for reading tutors at an area school or after-school program
7. Lead a fundraising team for an organization that supports mother's and babies

Project:

Outputs		
Goal (if appropriate)	Tracking Method	Output Achieved

Outcomes		
Goal	Tracking Method	Outcome Achieved

Reporting

An essential part of wrapping up your project is to report your actual results from the number of volunteers involved up to the monetary value of service given to the community.

During the planning process for this service project, goals and specific outcomes were set. Were you able to achieve those goals? Did you surpass them? Did you have difficulties meeting them?

Depending on the nature of your project, your report might vary. That's why it is important to set up goals and outcomes that are measurable during your planning phase.

Below you will find a sample final report that could be adapted to different types of projects. However, don't forget that you will also be collecting information from the survey that is valuable feedback to reassure the success of your project.

Developing a clear and concise report will:

- Show your accountability as a Volunteer Leader
- Serve as valuable input and starting point in case the project needs to be continued
- Provide useful information for future projects (Best practices, areas that still need improvement)
- Serve as historical data that can be used for comparison with similar projects in the future
- Serve as a proof of the impact that volunteer work has had in the community

Use the checklists below to assemble the reports needed for your Partner Organization and the Volunteer Center.

Reports for the Partner Organization; consider what would be needed to repeat this project.

- Project overview
- Project Plan
- Volunteer Project Leader Assignment Sheet
- Volunteer Contact Information
- Donor Tracking
- Income/Expense
- Project Risk Assessment
- Project Day Agenda
- Project Evaluation Summary
- Outputs/Outcomes Report

Reports for the Volunteer Center at United Way of Central Indiana

- Project Overview
- Volunteer Liability Waivers
- Volunteer Contact Information
- Income/Expense
- United Way Volunteer Project Final Report\
- Outputs/Outcomes Report

United Way Volunteer Project Final Report

Project title: _____ Project date: _____

Project Leader: _____

Organization/community served: _____

Project location: _____

Brief description of project: _____

Total length of time at project: _____

Actual outcome/result/benefit: _____

Quotes from agency/community/volunteers: _____

Number of volunteers: _____

Hours of community service: _____

Hours of prep time: _____

Total number of hours donated to community: _____

Total monetary value of service given to community
(e.g., Independent Sector rated the value of a
volunteer hour in 2012 as \$22.14): _____

Total monetary value of in-kind: _____

Total monetary value of the project: _____

Volunteer Leader Reflection:

Do you have a better understanding of your community need? Yes No

Do you believe that you have increased your leadership skills through this project? Yes No

Would you be interested in leading another project? Yes No

Why or why not?

Attachments: Photos from event, press releases, etc.

VOLUNTEER LEADER

Section 12 Final Thoughts

Final Thoughts

In closing we want to thank you again for taking on the role of Volunteer Leader. We hope you will find it both a rewarding and an enjoyable experience. This guide was designed to give you ideas, advice and practical tools to plan, implement and evaluate a community service project. While we hope you find the information helpful, you will need to remember that no two projects are the same. You may find pieces of this extremely helpful for some projects and others not as useful, especially if your Partner Agency has taken care of most details. Other times, you may find the entire process helpful.

As you develop your project, keep in mind that you will become a volunteer manager through this process. As such, you will need to understand the important best practices related to volunteer management highlighted throughout this guide. Below are some final thoughts that might help guide through this process

- Treat Volunteers as Colleagues - thinking of volunteers as co-workers helps establish an effective working relationship
- Recognize volunteers - volunteers want and need to be recognized and thanked for the work they perform. Even though you are also a volunteer, you will be acting as volunteer staff member
- Assign Appropriate Tasks – Assign work tasks that utilize volunteer skills and talents
- Create Bonding Experiences – create opportunities to connect volunteers together
- Support and Train Volunteers – Train volunteers in the tasks they are going to be completing; support them in learning and growing
- Use Technology – use social networking to communicate and engage volunteers
- Don't expect instant success – individual volunteers need to learn and feel comfortable in the roles you are asking them to complete - they may not immediately take to it, but can get there given time
- Get to know your volunteers personally
- Vary responsibilities of volunteers – it keeps them interested and excited about coming back
- Be willing to shift placement of volunteers – some positions are a bad fit for the individual but that does not necessary mean the volunteer might not be a good fit for another position in the project
- Be willing to terminate a volunteer – if the volunteer is not a good fit for the organization, causes trouble, or is not able to perform the needed functions
- Seek feedback from volunteers and use it to improve your skills and future projects that you lead – volunteers want to help shape and improve something that they are part of

As you continue your own journey as a volunteer, we hope you will consider being a Volunteer Leader again and again.