



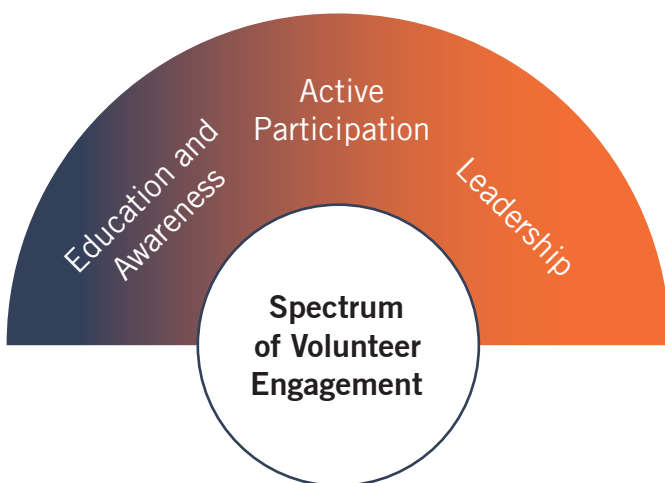
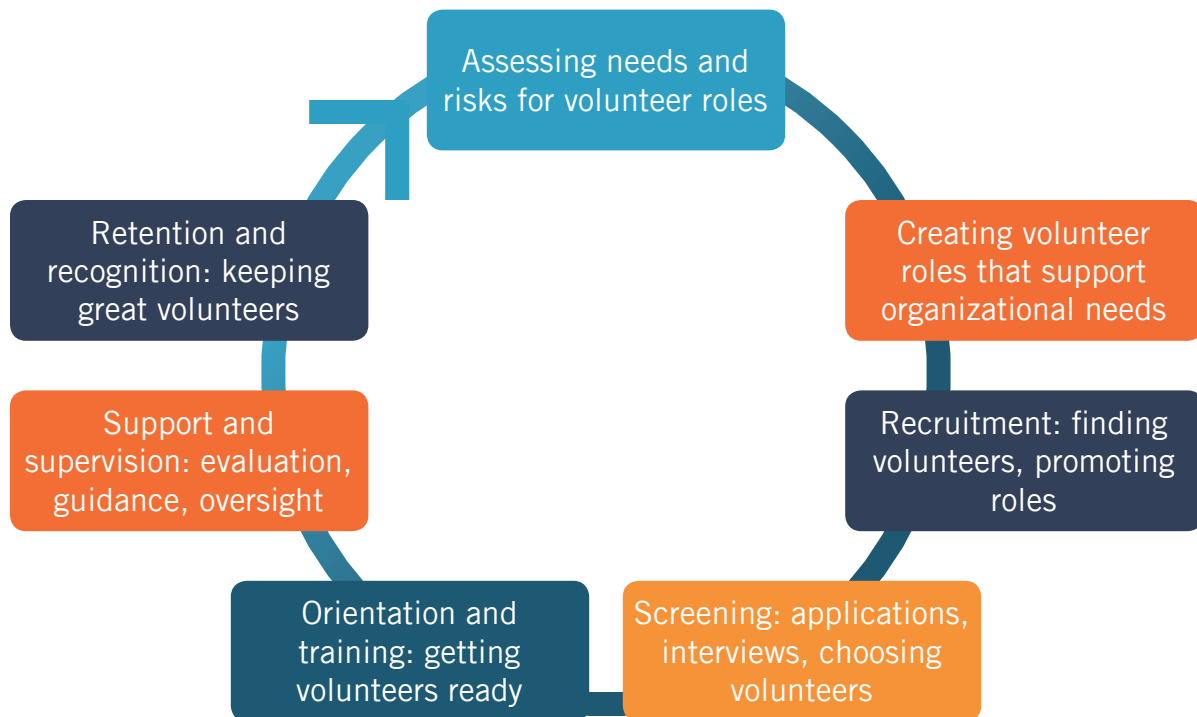
**Vounteer Management Resources**  
**Mentoring Programs**



**Volunteer**  
toronto

# Increasing Knowledge of Volunteer Management

One of the best ways to set up your volunteer program for success is to ensure everyone in your organization, whether they'll be managing volunteers or not, has some knowledge of volunteer management. The visuals shown below are different representations of volunteer engagement and the role all leaders and staff have in creating lasting relationships with volunteers.



Volunteers move from learning about the role of volunteers and what they do for organizations to active participation, which needs formalization from organizations for success (such as structured roles, people to report to, etc.). They then move into leadership roles, such as board members, chairs of committees and general leadership. You want to be able to support this growth with plans for volunteer leaders.

There are also a number of resources available online to give you and colleagues a crash course on volunteer management knowledge. Start with resources like Energize Inc, Volunteer Toronto and Ontario Colleges.

# Volunteer Supervision

It's a good idea to have orientation and training materials prepared before you bring volunteers on board, as well as a sense of who will oversee your new recruits and how you'll track volunteer time. That way, you know you can get your new recruits ready for action quickly, and they'll know you're excited to have them on your team!



## Orientation

The purpose of orientation is to welcome new volunteers to your organization. It also serves as an opportunity to let them know about the history of your group, inform them about the details of their role and how it fits into your mission and vision.

Orientation can be formal or informal, depending on your needs. You may wish to hold a large session where a group of volunteers are oriented at one time, or perhaps you want to introduce your new recruit to your existing team at the start of their first shift. Orientation sessions commonly include visuals to illustrate points and maintain interest, and are often supported by printed materials volunteers can take home and review. No matter what form your session takes, it's important to create some sort of orientation to help your volunteers get their bearings in your organization.

## Volunteer handbook

If you choose to create a handbook for your volunteers, here is a list of the topics you may wish to include:

- » History of your organization, including mission and vision statements
- » Names, titles, and contact information for core members
- » Introduction to the Board of Directors
- » How to get in touch with the core team in the event of an emergency
- » How to provide feedback
- » A list of all the volunteer roles in the organization to help volunteers understand your overall volunteer program
- » Volunteer benefits
- » Dress code
- » How to add and cancel shifts
- » All policies and procedures

**Every volunteer will need to report to someone. From the very beginning, determine who that person will be, and make sure they're comfortable working with volunteers.**



# Off-Site Supervision

Off-site volunteers are any volunteers doing their work – and the work of your organization – outside of your main facility or operation. This includes clients’ homes, workplaces or vehicles, offices, satellite locations of your organization or even public locations (such as coffee shops). Supervising these volunteers requires a bit of extra thought compared to your on-site volunteers. Use the following worksheet to determine your supervision needs for these volunteers:

VOLUNTEER		FACILITY	
Alone No oversight Some training	In a group Some oversight Adequate training	Private (home/office) Public Not controlled	Run by organization Secure/supervised Controlled
VOLUNTEER’S WORK		POLICIES AND PROCEDURES	
Vulnerable clients Single client High risk	Non-vulnerable clients Group of clients Low risk	Governing on-site Broad for staff & volunteers Specific to your facility	Governing on-site & off-site Focused for volunteers Applicable in all areas of work

*The left column of each category is higher risk and would require greater supervision, while the right column would require less. If you chose a mix, then the volunteer may need occasional on-site supervision with more frequent checking in on logs & work completed, but not necessarily constant oversight.*

You can provide some supervision, occasional check-ins and even video surveillance as methods of supervision for off-site volunteers. Tracking logs, volunteer reports and client feedback can also provide insight into off-site volunteer work and success. Consider the following questions to help you determine other needs for your off-site volunteers.

- Will volunteers be the only point of contact for clients?  
*Consider how you may want to connect clients with your organization in additional ways*
- Will volunteers be giving advice, making recommendations or suggesting courses of action for clients?  
*Training should cover the extent a volunteer can give this advice, and your organization should be able to back this up*
- Will volunteers be traveling from place to place?  
*How will they be travelling? Will they be taking clients? Is the mode of transportation insured and protected?*
- Will volunteers have a level of autonomy in their work?  
*The risk of the role should help determine the level of autonomy, and you should be screening for the right volunteers for this type of role*

# Mentorship Program Planning Template

To help you plan your mentorship program, consider each question below and build your framework.

**Who manages the mentorship program, and how?** Who will choose & work with mentors? Who will oversee their relationship, check-in on the relationship and more?

**How will your mentors connect?** Who matches mentees to mentors? How will they be matched? When will they meet, is it by phone, in-person, online? How often?

**How long are they connected?** How long is the relationship between mentor & mentee? Who & what determines this?

**What's next for mentees?** Do mentees automatically become mentors? How can they pass on their knowledge? What are other next steps?

# Finding the Right Mentor Match

The opportunity to be pass on knowledge and skills may be a primary motivation for some volunteers. If you're forming a mentorship program, how do you ensure you find the right mentors? Using this chart, identify the qualities you're looking for in a good mentor for your program:

LEADERSHIP SKILLS AND EXPERIENCE	PROGRAM OR ORGANIZATION KNOWLEDGE
<i>Example: Serves in a leadership role</i>	<i>Example: Been with an organization for 2 years</i>
SUPPORTIVE PERSONALITY	DESIRE TO PASS ON SKILLS
<i>Example: Helps other volunteers on shift</i>	<i>Example: Keeps detailed notes on role activities</i>

Once you find your mentors and mentees, you need to match the right ones together. Start by thinking about the motivations each have to volunteer, to help you start thinking about matches you can make. Use this chart to think of distinct motivations mentors and mentees might have:

MENTOR MOTIVATIONS	MENTEE MOTIVATIONS
Pass on skills and experience to others Volunteer in a leadership role Contribute to the community	Learn new skills See how o do more in their community Make a bigger impact

Finally, how are the mentor and mentee compatible? Think about different ways to approach each challenge below:

- Communication – how will the mentee & mentor communicate?
- Presence – will the mentor be hands-on or occasionally check-in?
- Timeframe – how long is appropriate for the relationship to meet the goals of the mentee?
- Personal vs. Professional – what are the mentor & mentee comfortable discussing?

# Determining What You're Looking For

Using this tool, you'll be able to identify the skills, attitude and knowledge you're seeking in a volunteer candidate. On this page, you'll find an example already filled out. Look for red flags that might cause an issue for this candidate. On the next page is a blank worksheet you can use when interviewing candidates.

## Sample position: Host Program Volunteer

	WHAT AM I LOOKING FOR?	BASIC	GOOD	EXCELLENT	WHAT QUESTIONS MIGHT HELP ME DISCOVER THIS?
SKILL	<i>Ability to speak French</i>	Can understand words and meaning of questions, spoken slowly with one repetition if necessary. Can understand and ask basic questions on the phone in French. Pronunciation is understandable.	Understands words and meanings of questions with no repetition and mostly correct grammar, vocabulary and pronunciation. Can answer questions with little time for premeditation.	Speaks French fluently. Can speak very comfortably on the phone. Vocabulary, grammar, pronunciation and written French are correct.	Pourquoi désirez-vous devenir bénévole? Où avez-vous entendu parler de notre programme? Pourquoi désirez-vous être bénévole avec des personnes nouvellement-arrivées?
ATTITUDE	<i>Patience</i>	Can cite a situation, not related to newcomers, demonstrating patience while offering assistance. Indicates importance of listening to point of view of the other.	Understands culture differences and how these affect basic understanding of certain situations.	Has a 2+ years of experience with this specific type interaction. Mentions using different words or examples to facilitate understanding.	Lead question: Describe a situation where you had to demonstrate patience, particularly in a situation with a person who was a newcomer? Probe: How were you trying to help? What did you do? What were the results?
KNOWLEDGE	<i>Knowledgeable about activities &amp; services in Toronto, particularly those of interest to newcomers</i>	Capable and willing to research information (can name three sources of information and how to access these). Is knowledgeable about and can get around easily with the TTC.	Enhanced knowledge of low cost leisure activities in Toronto (can name 5). Good knowledge of low cost stores and services in Toronto and where to get specialty foods.	Excellent knowledge of free activities in Toronto (can name more than 5). Excellent knowledge of service agencies geared to newcomers. Has positive previous experience helping newcomers to learn about Toronto.	What type of activities could you do with a newcomer that would be low-cost and interesting? How would you go about finding activities you could do together?

**Red Flags** - Greater desire to learn French than to help newcomers  
- Unwilling to make 6-month commitment

	WHAT AM I LOOKING FOR?	BASIC	GOOD	EXCELLENT	WHAT QUESTIONS MIGHT HELP ME DISCOVER THIS?
SKILL					
ATTITUDE					
KNOWLEDGE					

Red Flags



# Recruitment for Best Fit and Retention



## Recruitment strategy

When recruiting new volunteers, start with your internal recruitment strategy. Communicate ongoing and new needs to staff and volunteers within your organization. Next, look externally using tools like social media. It can vastly expand awareness of your goals and needs. Also consider your own website and whether it is an effective recruitment tool.

## Cause-based recruiting

- » Consider places to promote your organization's volunteer needs where your cause resonates.
- » Begin at home: communicate your volunteer needs to your organization's community – staff, clients, friends of volunteers, other stakeholders.
- » In your messaging, place your cause in the broader context of social change/justice/civic society.

## Skills-based recruiting

- » Consider where you would find people who have, or want to develop, the skills or abilities you need. Are they retired teachers or bus drivers? Newcomers to Canada? Students or young professionals?
- » Diverse sources of volunteers can be approached with role descriptions that identify actual abilities: sitting or standing, basic English, virtual availability.

## Recruit with a clear message

- » What will the volunteer do
- » What will their work contribute to the organization
- » What abilities should they have
- » What are the steps in the screening process
- » What benefits will they gain

While volunteering is ultimately about doing good, it doesn't do you or your recruitment plans any favours to assume all volunteers donate their time for purely altruistic reasons. Research has shown that people volunteer for a variety of reasons, and giving back is only one of them.

Knowing that multiple motivations for volunteering exist can help you create exciting roles that will appeal to many volunteers. When you take time to expand on the ways that benefits actually work in your program or organization, you create stronger incentives for people to join your team. You can list benefits briefly in the position description, and also remember that they're a selling point when you're advertising the position.

**To give back**

Emphasize the ways your organization contributes to the community. Be sure to mention the impact the volunteer will be able to make. Statistics, if you have them, are helpful here, because it will make the impact visible to potential volunteers.

**To meet people**

Stories can be a great way to get people interested in your group. Ask your past or current volunteers for stories of meeting others while volunteering and becoming friends — this can go a long way towards piquing the fascination of a potential new volunteer. They can imagine themselves making friends at your organization if they know others have done it!

**Because they believe in the cause**

Highlight how volunteers will be able to take part in supporting the cause. List any projects you've taken on in the past, and the ways volunteers have been involved. Demonstrate the impact volunteers make.

**To increase social status**

Emphasize any opportunities for growth and leadership. This may not be applicable to all roles.

**To receive tangible rewards**

This one's easy — mention the concrete perks of the role!

**To practice or learn new skills**

Make a point of highlighting the learning opportunities in the role. If you have other volunteers who are skilled in certain areas who'll be working alongside new recruits, mention that here! Any volunteers who have advanced in their roles or gone on to take what they've learned and applied it in other areas (other volunteer roles, new career opportunities) could also be mentioned as an incentive.

# Volunteer Motivation Template

## Role of motivation

Understanding volunteer motivation is the first step in recruiting and retaining great volunteers. The most common reason people want to volunteer is to give back to their community. However, there are lots of other reasons that people might want to volunteer, like having the opportunity to gain new skills, get work experience, or make new friends. By thinking about why volunteers want to work with your organization, you can learn a lot about how to keep your volunteers happy and engaged. Think of the questions on the right to help you get started.

**What do volunteers who come to your program say was their initial motivation to volunteer?**

**What factors might be un-motivating to volunteers in your organization?**

**What do you currently do in your program to keep your volunteers motivated?**

With meaningful work, volunteers feel more fulfilled and connected to the role and the organization, thus encouraging retention and more successful outcomes. This chart will show you how to provide a meaningful volunteer experience.

WHY IS IT IMPORTANT?	WHAT CAN YOU DO?
<b>MISSION-BASED VOLUNTEER ROLES</b>	
<ul style="list-style-type: none"> <li>• Volunteers want to contribute to your cause</li> <li>• Volunteers will effectively serve your mission</li> <li>• Volunteers roles will be meaningful</li> </ul>	<ul style="list-style-type: none"> <li>• Identify link to mission in position description</li> <li>• Communicate the link explicitly</li> <li>• Reiterate the importance of volunteer roles</li> </ul>
<b>COMMUNICATE IMPACT</b>	
<ul style="list-style-type: none"> <li>• Helps volunteers understand the importance of their work</li> <li>• Helps volunteers see the bigger picture</li> </ul>	<ul style="list-style-type: none"> <li>• Tell the story of your volunteer program</li> <li>• Share the results of program evaluations</li> <li>• Allow volunteers to contribute their ideas</li> </ul>
<b>VOLUNTEER GOALS</b>	
<ul style="list-style-type: none"> <li>• Makes roles personally meaningful</li> <li>• Increases satisfaction with role</li> </ul>	<ul style="list-style-type: none"> <li>• Find the right fit</li> <li>• Track progress</li> <li>• Provide opportunities for advancement</li> </ul>

How can you apply this to your organization?

WHY IS IT IMPORTANT?	WHAT CAN YOU DO?
<b>MISSION-BASED VOLUNTEER ROLES</b>	
<ul style="list-style-type: none"> <li>• What is my organization’s mission?</li> <li>• Where can I state the volunteer position’s link to the mission?</li> <li>• What does the volunteer do that impacts our work?</li> </ul>	
<b>COMMUNICATE IMPACT</b>	
<ul style="list-style-type: none"> <li>• What is the story of my volunteer program?</li> <li>• What is the bigger picture of our work?</li> <li>• How can I facilitate volunteers sharing their ideas?</li> </ul>	
<b>VOLUNTEER GOALS</b>	
<ul style="list-style-type: none"> <li>• How can I collect and track volunteer goals?</li> <li>• How might the position help them meet their goals?</li> <li>• What systems do I need in place to track progress and offer advancement opportunities?</li> </ul>	

# Interview Template

Candidate name:

Position:

Interviewed by:

Date:

QUESTION	WHAT TO LOOK FOR	NOTES
<p><b>Introduction</b> Tell me why you're interested in the role</p> <p>How did you find out about this role/our organization?</p>	<p>Did they read the description? Do they know about your organization?</p> <p>Useful for getting a sense of where they found out</p>	
<p><b>Background questions</b> How would you describe your last volunteer role?</p> <p>Candidates need to have (requirement, such as police check, specific training), do you have this (requirement)?</p> <p>Can you give me an example of a time you worked (independently/in a group)?</p> <p>What skills do you feel you would need to succeed in this role?</p>	<p>Get a sense of their own perception of last role</p> <p>Get a quick sense of their ability to work independently/in a group.</p> <p>Do you they know the role?</p>	



QUESTION	WHAT TO LOOK FOR	NOTES
<p><b>Competency questions</b> Tell me about a time you worked with (competency)?</p> <p>This role works with (skill area), can you give me an example of a time you worked with (skill area)?</p> <p>Tell me about an experience when you had to (do specific task OR work with type of client)</p> <p>Specific scenario question</p>	<p><i>Use the STAR technique when getting answers to these question:</i></p> <p>Situation – ask the candidate a situation in which they used (skill) in the past</p> <p>Task – what tasks did the candidate complete in this (skill)</p> <p>Action – what actions were taken to address problems in situations?</p> <p>Result – what were the results, what did the candidate learn?</p>	
<p><b>Retention questions</b> Thinking about a past role, why do you think you were supervised well, or not supervised well?</p> <p>What are you hoping to gain/learn from this role?</p> <p>What do you look forward to most about this role?</p>	<p>Shines a light on how they like to be supervised, how this will impact their role.</p> <p>Find out about their motivations.</p>	
<p><b>Closer</b> Do you have any other questions?</p> <p>Is there anything we need to know to help you succeed in the role?</p>	<p>You can't ask about disabilities, but can get a sense of how you can accommodate them if they disclose anything</p>	

# Getting Buy-In

Often, one of the most difficult aspects of a volunteer manager’s job is to manage how others interact with volunteers. Many volunteer managers report that they encounter significant resistance when trying to involve staff and leaders in engaging volunteers in their programs. This template will give you an idea of how to respond to some common complaints you may come across.

STAFF COMMENT	RESPONSES
<p>“It’s more trouble than it’s worth”</p>	<ul style="list-style-type: none"> <li>• Benefits for the organization – volunteer involvement increases the number of work hours, skills and perspectives contributing to achieving its mission; volunteers act as ambassadors for the organization in the community, and increase its reach and ability to serve its clients.</li> <li>• Benefits for the community your organization serves – volunteer involvement changes the quality/type of services your organization can provide; helps community members connect and work towards common goals &amp; forms relationships between the organization and those it serves.</li> <li>• Benefits for the volunteers – volunteering can provide valuable experience and skills, a sense of community, a social network, and a source of meaning.</li> <li>• Benefits for the staff who work with volunteers – volunteer program can provide them with experience in supervision and management, a group of dedicated and motivated workers, and a bank of skills, resources and time that volunteers are willing to contribute to complete projects that staff would be unable to complete on their own.</li> </ul>
<p>“I don’t want someone else to do my job”</p>	<ul style="list-style-type: none"> <li>• Volunteers shouldn’t be brought in to do the same work as program staff.</li> <li>• Volunteer roles should supplement the work paid staff members are already doing, by adding value for clients and for the organization that’s not outside of the responsibilities of program staff.</li> <li>• Try to get staff more involved in creating volunteer roles.</li> <li>• Consider doing a needs assessment to find out how volunteers could be useful within the various programs in your organization, such as marketing.</li> <li>• Ask staff to think about projects they wish they could develop or services they wish they could provide that they can’t manage on their own.</li> </ul>
<p>“I don’t know how to work with volunteers”</p>	<ul style="list-style-type: none"> <li>• Staff may need to receive training on the basic elements of volunteer management to understand their role in supervising volunteers, have an understanding of the demands on their time, and feel prepared to bring volunteers into their programs.</li> <li>• Training staff to work with volunteers will help them increase their knowledge of volunteer engagement and help the volunteers have a better experience with your organization while the entire process runs more smoothly.</li> <li>• Improving the initial experience will help staff see the benefits of volunteer involvement.</li> <li>• Use a guide, like the Canadian Code for Volunteer Involvement, to choose training topics for staff.</li> </ul>

STAFF COMMENT	RESPONSES
“I don’t have the time”	<ul style="list-style-type: none"> <li>• This may be true, and may be out of your control.</li> <li>• Staff shouldn’t supervise volunteers unless it is part of their job description.</li> <li>• Management and Board of Directors need to support volunteer involvement.</li> <li>• Supervising volunteers should be an official part of the job description of anyone who takes on the work.</li> <li>• They should be given support to develop the skills they need to supervise volunteers, their job responsibilities should be realistic given the time commitment that volunteer supervision involves, they should be recognized for their efforts in supporting volunteers, and their involvement in volunteer supervision should be taken into account during performance reviews.</li> </ul>
“We don’t really need volunteers”	<ul style="list-style-type: none"> <li>• Review work-plans and project/program goals to identify areas of need for human resources/volunteer resources.</li> <li>• Explain the benefits of volunteers (see “It’s more trouble than it’s worth”).</li> <li>• Remember your organization’s mission; volunteers help support the organization’s goals in serving the community.</li> <li>• Remind staff of challenges they may have faced in time management and how volunteers can support them.</li> </ul>
“Where will they go?”	<ul style="list-style-type: none"> <li>• Virtual volunteering and microvolunteering can often be done from people’s homes or other locations, thus not requiring additional office space.</li> <li>• Explore using shared workspace (board room/meeting room).</li> <li>• Some offices can be shared by staff or volunteers to conduct work.</li> </ul>

# Communicating Impact

Communicating the impact of your volunteer program is one of the best ways to help recognize volunteers – and also let your organization and community know about the important work your program accomplishes. Here are a few ways you can communicate impact.

## Annual report/AGM

Your annual report is a great place to include and highlight impact through numbers and stories. During your annual general meeting, include volunteer stories as part of the proceedings, such as printing and posting pictures of volunteers with their stories on the wall, or highlighting specific targets that were met over the past year in presentations.



## Shared with volunteers

Your volunteers want to hear and know about the impact they're making. Whether it's specific triumphs related to unique programs or broader impact and successes throughout your organization, volunteers can be informed through a newsletter, at meetings or training sessions or even recognition events.

## Occasional reporting

It may be worthwhile to keep an eye on the impact your volunteer program is having throughout the year. When you hear a great volunteer or client story, keep track of it for later. As you're measuring and reporting metrics (such as volunteers and volunteer hours), include some data on impact and long-term outcomes.



## Milestones

Client and volunteer milestones can help you assess and explore impact – from volunteers achieving goals or having volunteered a certain number of years, to clients developing a skill or improving an element of their lives. Milestones like important anniversaries can also be celebrated by your organization, offering a great opportunity to highlight the impact achieved so far.

# Building Your Case

Use this worksheet to help you build the case for your volunteer program and make a pitch!

**Who are your advocates and allies?**

**Pick your key goal** - what are you hoping to achieve, such as more funding, support, space, leadership/direction, professional development? What value and impact can you share?

**Plan your pitch and who you're pitching to** - choose 3 formal elements of your program to highlight (successful retention, great youth program, etc.), use facts to be persuasive and be sure to make your points clearly

**Create a proposal for your first meeting**



# Resource Assessment Template

## Finding the right resources

To help you grow your volunteer program and see continued success, it's vital to get a sense of what resources are available to your organization. By looking to your community, you can identify partners to establish relationships with and look to for support. Use the chart below to help guide your “environmental scan” for each category.



WHAT YOU'RE LOOKING FOR	YOUR ANSWERS
<p><b>Similar organizations</b> Who is doing work similar to yours? Who can you connect with on the basis of overlapping volunteers?</p>	
<p><b>Funding</b> What kind of funding exists unique to your area of work? What kind of funding exists unique to your region/area? Who can you talk to about other funding options?</p>	
<p><b>Political field</b> How do regional and provincial politics impact your volunteer program? How can you connect with politicians for support?</p>	
<p><b>The (financial and social) economy</b> What impact does the economy have on my program? (more/fewer volunteers, etc.) What trends can help you plan for the future? Will there be a need for your program in 5 years?</p>	
<p><b>Finding where you fit in</b> How can you leverage relationships to build capacity and resources? How can you use your uniqueness (based on the rest of the environmental scan) to your advantage? What role do your volunteers play in helping to build resources?</p>	

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