Chapter Eight:
Program Evaluation

"Everything can be improved."
- C.W. Barron

8. Program Evaluation

Quality can be considered a degree of excellence, the extent to which something fulfills its purpose. Quality is a result of a comparison between what is required and what is provided. Several methods have emerged to achieve, support and improve quality. Known as quality management these methods include quality control (QC), continuous quality improvement (CQI) and quality assurance (QA). Whichever term is applied, the organization and all staff members must make a commitment to quality. To obtain quality, all aspects of your program must be evaluated. Some data you might find useful:

- Total number of Volunteers in Calendar/Fiscal year 20___.
- Average number of volunteers working each month.
- Number of volunteers with organization after 1 year - 3 years - 5 years, etc.
- What would your volunteers consider the 3 most sought after volunteer jobs?
- Demographics such as age, gender, education, and military affiliation.
- Total number of volunteer hours worked in 20___.
- What is the staff to volunteer ratio?

Evaluation helps to:

- Measure whether or not stated program goals have been met (outcome measures).
- Plan improvements in program delivery.
- Determine the effectiveness of the Volunteer Services Program.
- Provide data to justify programs.

- Ensure the Volunteer Services Programs meets agency and volunteer needs.
- Demonstrate compliance with accreditation and inspection standards.

8.1 Quality Measures

The following characteristics should be considered when developing evaluation measures. Measures should be:

- ***Objective:*** Data sources should include recipients and observers of programs/services as well as program staff.
- ***Feasible:*** It must be possible to acquire meaningful data called for by the measure.
- ***Measurable:*** It should be possible to determine both a qualitative and quantitative value for the measure.
- ***Relevant to program goals:*** Demonstrate the extent to which the program is responding to the need.
- ***Relevant to the DOD's mission:*** Demonstrate how the program contributes to readiness and retention. (This most likely would be a composite of data collected from the field and compiled by headquarters program managers.)
- ***Cost-effective:*** It should be possible to collect data for a reasonable cost in time, money and manpower.
- ***Comparable:*** Data should be able to be compared to previous data in order to identify trends and changes.

The measures used to evaluate your program are derived from the goals and objectives as identified in your strategic or annual plan. As goals and objectives change, so should the measures.

8.2 Components of Quality Assurance

Program evaluation is an ongoing process. Each local Volunteer Services Program is different in the community that it serves; nevertheless, there are certain components that all quality assurance plans have in common:

- Quality measures.
- Quality assurance tools.

- Customer focus.
- Data services.
- Integration of feedback.

8.3 Measurement Tools

There are a variety of ways to measure the results:

- SOPs.
- Accreditation standards.
- Reporting requirements.
- Self-assessments.
- Customer feedback.

8.3.1 Standard Operating Procedures

The most effective way to ensure continuity of a minimum standard of quality is to have written procedures in place. Many sites refer to these written protocols as Standard Operating Procedures (SOPs). SOPs:

- Ensure a minimum quality standard.
- Clearly delineate services.
- Provide greater efficiency and control over service.
- Ensure that delivery of vital program planning and content is not lost due to staff turnover.
- Function as an ideal orientation tool for new staff.

An SOP is an internal working document that simply states how and when a service will be delivered and evaluated. SOPs need to be tailored to the specific circumstances of your local program. The SOP defines how tasks are completed including the purpose, background, objectives, format, and quality assurance measures. Since procedures are described, and the format and content is available to all staff, SOPs ensure a minimum quality standard. A sample Volunteer Services Program SOP follows:

Standard Operating Procedure (SOP) from FFSC, San Diego, CA.

Fleet and Family Support Center, San Diego
Standard Operating Procedure

03-405-P VOLUNTEER PROGRAM MANAGEMENT
Date: Nov-04

1. **References:**

   1.1 SECNAVINST 1754.1A
   1.2 NAVPERS 15568, Volunteer Desk Guide
   1.3 The Department of Veterans Affairs Work-Study Allowance Program Guide
   1.4 DODI 1100.21

2. **Attachments:**

   2.1 FFSC Volunteer Opportunities Flyer
   2.2 Additional Volunteer Opportunities Flyer
   2.3 Guidelines for Supervision of Volunteers
   2.4 DCF 6A, Supervisor's Review of Volunteer Records
   2.5 Sample Intern Proposal

3. **Background and Purpose:** Volunteers have been instrumental in supporting and expanding services; implementing specific programs and assisting customers (Reference 1.1). FFSC volunteer opportunities provide Navy family members with solid on-the-job experience that is essential in building skills and obtaining employment (Reference 1.1). The purpose of a volunteer program is to offer all volunteers an opportunity to be productive, gain additional skills and practical experience, which can be used to obtain employment (Reference 1.1). In addition, Work Study participants can augment FFSC staff, allowing them to gain practical experience while completing their education (Reference 1.3).

4. Procedures:

4.1 The FFSC will accept the services of volunteers, Work Study Participants, and interns. The distinction between the three is defined as the benefits they receive from volunteering, and for purposes of FFSC policies and procedures, all three are referred to as FFSC Volunteers, unless specific procedures apply to the different categories.

4.1.1. The traditional volunteer population for FFSC has been military spouses, youth with documented permission of parents, retirees, and family members of active and retired sailors, and this population remains a valuable source of FFSC volunteers (Reference 1.2). Active duty volunteers may volunteer only in their off-duty status, and by permission of the FFSC Director.

4.1.2. Work Study Participants are attending school and receive education benefits through the Department of Veterans Affairs (VA). If they qualify according to the guidelines outlined in the Department of Veterans Affairs Work-Study Allowance Program Guide (Reference 1.3), they can act as FFSC volunteers and receive reimbursement from the VA for all hours volunteered at an FFSC site. They are reimbursed in 50-hour increments, and paid minimum wage for their services. They are referred to as volunteers within the FFSC environment, as their services are not paid for by the FFSC.

4.1.3. Interns are defined as those volunteers who are attending school. Their service as an FFSC volunteer can satisfy educational requirements. All interns will sign a contract with the Volunteer Coordinator, and intern projects will be approved by the FFSC Director (Attachment 2.5). The Volunteer Coordinator does not accept or manage clinical internships. Requests for clinical

internships are referred directly to the FFSC Director and/or Chief of Clinical Services.

For the purposes of this SOP, interns are volunteers who would provide non-clinical services, such as customer service or curriculum development. Most interns are currently active duty and will complete work on their projects during their "off-duty" time, which will be at home or on their own time. They will meet with the Volunteer Coordinator periodically, and will correspond via e-mail and phone as needed.

4.2 The Volunteer Coordinator will recruit and provide orientation to FFSC volunteers, per the SOP outlining recruitment and orientation (Attachment 2.1 and 2.2). See referenced SOPs for additional information on these processes.

4.3 All requests for information regarding the FFSC Volunteer Program, as well as information on volunteer opportunities outside of the FFSC, will be referred to the Volunteer Coordinator.

4.3.1. The Volunteer Coordinator will brief new employees on how to respond to requests for information on volunteer opportunities at new employee orientations.

4.4 The Volunteer Coordinator will interview all prospective FFSC volunteers, interns, and Work Study Participants, to ascertain their skills and interests. At that time, the Volunteer Coordinator will provide a comprehensive overview of FFSC programs, services, and volunteer opportunities. For additional information regarding Volunteer Orientation, see Standard Operating Procedure for Volunteer Orientation.

4.4.1. The Volunteer Coordinator will be available for interviews at all three FFSC sites, based on the convenience to the prospective volunteer.

4.4.2. During or before the interview, the Volunteer Coordinator will discuss potential assignments with the volunteer, and the volunteer will be assigned based on their personal preferences.

4.4.3. If the appropriate Program Supervisor is unable to attend the initial interview, the Volunteer Coordinator will arrange for a second interview to introduce the volunteer to the appropriate Program Supervisor and Chief of Services. Prior to beginning work with any department or site, the volunteer will be approved by the Program Supervisor and Chief of Services. See Volunteer Orientation SOP for additional information on orientation procedures.

4.4.4. Each Chief of Services will be responsible for volunteers assigned to their FFSC site. All volunteers will report directly to the appropriate Program Supervisor for assignments, training, and arranging schedules. If the volunteer desires a change in assignment, they may contact the Volunteer Coordinator.

4.5 The Volunteer Coordinator will provide Program Supervisors and all Chiefs of Services with Guidelines for Supervising Volunteers (Attachment 2.1). The Volunteer Coordinator will ensure that Program Supervisors are aware of their duties regarding the management of volunteers, to include time card management, completion of performance evaluations, and other guidelines as outlined in Attachment 2.1. These guidelines include requiring the Program Supervisor to ensure that volunteers receive the following:

- Introductions to FFSC staff, as well as the programs and services offered by the department.
- Education on the appropriate use of the phone, copier, fax machine, computer, and other business machinery.

- Encouragement to attend FFSC classes, especially those offered by the department in which they are assigned.
- Specific training and guidance on assigned tasks. If the volunteer is functioning as an intern, appropriate templates for developing FFSC curriculum will be provided, along with specific project directions.
- An initial performance evaluation between the first three to six months of service, and annual performance evaluations thereafter. The Program Supervisor will also provide a final evaluation upon termination of the volunteer's service.

4.6 The Program Supervisor will ensure that correct and verified time cards are returned to the Volunteer Coordinator no later than the last business day of each month for all volunteers, interns, and Work Study Participants.

4.6.1 All volunteers will submit their timesheets to their assigned supervisor for verification.

4.6.2 Work Study Participants will maintain their hours on the time record provided by the Department of Veterans Affairs (Reference 1.3). After completion of 50 hours, and every 50 hours thereafter, the Volunteer Coordinator will forward the cumulative total of hours to the Department of Veterans Affairs for payment, following the guidelines outlined in Reference 1.3. Any issues regarding payment will be directed to the Volunteer Coordinator.

4.6.3 Interns will record all hours worked, although active duty interns must complete all work on their projects during their "off-duty status." Time record templates are provided by the sponsoring educational institution, and copies will be forwarded to the Volunteer Coordinator periodically.

4.4 The Volunteer Coordinator will maintain records for each volunteer for a minimum of three years, in a secure file cabinet (Reference 1.4). After three years, the Volunteer Coordinator may retain electronic records and will ensure that files are properly destroyed.

4.4.2 Using the FFSC Data Collection Form 6a, the Volunteer Coordinator will arrange for the Command Support Supervisor or Chief of Command Support & Mobility Services to review the records of active volunteers at the end of each month (Attachment 2.4).

4.4.3 Additional bi-annual reports may be compiled, based on the number of volunteers and the cumulative total of their hours, and upon request of the FFSC Director.

4.5 If issues arise with a volunteer, intern, or Work Study Participant (i.e. performance, conflict with a staff member or another volunteer, possible conflict of interest, or dissatisfaction with assignments) the Program Supervisor will notify the Volunteer Coordinator, who will act as a mediator to resolve the issue. If the issue cannot be resolved, the Volunteer Coordinator will reassign the volunteer, if possible, or arrange for a termination of service.

4.6 The Volunteer Coordinator will arrange for appropriate recognition of volunteers, according to the guidelines outlined in the SOP for Volunteer Recognition.

4.7 Upon termination of service, the Volunteer Coordinator will update the record accordingly. See additional guidelines outlined in the SOP for Volunteer Recognition.

4.8 In the event of the Volunteer Coordinator's absence, the Command Support Supervisor and/or Chief of Command Support and Mobility Services will administer the FFSC Volunteer Program.

5. Quality Control:

   5.1 The SOP will be reviewed annually and updated as necessary from the date of the last revision.

Approved: _____

Director/Contract Manager: _____

8.3.2 Accreditation Standards

Tools for measuring quality vary widely and are constantly being improved. Since the inception of family support programs efforts have been established to ensure quality at the local level. There's a constant tension between meeting the unique needs of a local installation and attempts to design a standardized quality measurement tool. The Navy and Army have developed a standardized tool to measure the overall effectiveness of a Fleet and Family Support Center or an Army Community Services (ACS) Center. Tools to evaluate an individual Volunteer Services Program are still expected to be developed at the local level.

Accreditation Standards are similar to standards used by civilian health care and social service organizations. A team of inspectors comes to a local site to review the entire family support program. The reviews are held approximately every three years. Current applicable standards for the Navy's Volunteer Services Program are:

Fleet and Family Support Program (FFSP) Accreditation Handbook (2003), Standard 4.1(g) "Personnel Management":

Volunteer Program Management: FFSP manages the volunteer program, where volunteers are being used at the FFSP, including recruitment, assignment, supervision, evaluation, recognition, and documentation and reporting of volunteer hours."

COMPLIANCE WILL BE DETERMINED BY:

A review of FFSP volunteer program files indicates volunteer hours are recorded and reported, and volunteers:

- Sign Volunteer Agreements.
- Have job descriptions.
- Have skills commensurate with their assigned duties.
- Receive supervision.
- Are formally recognized.

Interview with staff members responsible for the volunteer program indicates they are knowledgeable of the effective use and supervision of volunteers.

Current applicable standards for the Army's Volunteer Services Program are:

50000.1 Legal counsel reviews provision of voluntary services from host-nation and third country citizens at overseas locations prior to acceptance. CAT 1 (DODI 1100.21)

- Review legal documentation.
- Interview ACS director.

50000.2 Volunteers are not holding policy-making positions, supervising paid employees or military personnel or performing inherently governmental functions such as determining entitlements

to benefits, authorizing expenditures of Government funds or deciding rights and responsibilities of any party under Government requirements. CAT 1 (Section 1588, title 10, United States Code and DODI 1100.21)

- Review volunteer position descriptions to determine the duties and responsibilities of the volunteer.
- Interview ACS director.

50000.3 Any one performing work that is contained in the statement of work of a service contract is paid the minimum wages provided for under the Service Contract Act (SCA) (or status of forces agreement, supplemental agreements or other laws applicable overseas). A person providing services under such a scenario is not a Government volunteer and is not covered by 10 USC Section 1588. CAT 1 (Section 1588, title 10, United States Code and SCA)

- Review statement of work to ensure there is no provision for unpaid services to the contractor.
- Review the volunteer's position description and the statement of work to ensure the volunteer is not performing any of the contractor's duties.
- Review appropriate SOP for compliance with SCA.

50000.4 Volunteers assist the workforce by performing an apportionment of a required function, but do not substitute totally or permanently for unfilled positions, replace paid employees or are used in lieu of obtaining contracted services for which funding has been provided. CAT 1 (Public Law 105-19 and DODI 1100.21)

- Review volunteer personnel files to verify that no volunteer performs all the duties listed in an ACS position vacancy announcement.
- Compare volunteer position descriptions with paid employee position descriptions to verify that no volunteer performs all the duties of the paid employee.

50000.5 Volunteers are not performing duties that render them unusually susceptible to injury or to causing injury to others. CAT 1 (Public Law 105-19 and DODI 1100.21)

- Review volunteer position description to determine that the position poses no obvious risk to the volunteer.
- Observe volunteers performing their duties to determine there is no risk to the volunteer.
- Interview volunteers to verify there is no risk to the volunteer.
- Ensure appropriate SOP includes safety of volunteers.

50000.6 Volunteers are supervised by a paid employee (Civil Service or non-appropriated fund employee), a military member or another volunteer who is so supervised. CAT 1 (Section 1588, title 10, United States Code and DODI 1100.21)

- Review volunteer position descriptions to determine line of supervision.
- Interview volunteers to verify proper line of supervision.

50000.7 The use of volunteers does not violate DODD 1400.33 concerning undue influence. CAT 1 (DODD 1400.33 and DODI 1100.21)

- Ensure volunteer management training/orientation addresses the issue of undue influence.

50000.8 Volunteers who work with children and youth have a background check in accordance with DODI 1402.5, AR 608-10 and AR 608-18. CAT 1 (DODI 1402.5 and DODI 1100.21)

- Interview ACS director.
- Check volunteer position descriptions to determine if the duties of the volunteer require contact with children. If the duties require contact with children, check position description to determine if line of sight supervision is required.

If line of sight supervision is not required, review personnel records for evidence that background checks have been completed.

50000.9 When required, volunteers are licensed, privileged, appropriately credentialed or otherwise qualified under applicable law, regulations or policy to provide the voluntary services involved. CAT 1 (Section 1588, title 10, United States Code and DODI 1100.21)

- Interview ACS director.
- Review position descriptions to determine if any volunteer positions require credentialing.
- Review volunteer personnel file for appropriate credentialing documents.

50000.10 Appropriated fund volunteers with access to privacy protected records comply with AR 340-21. CAT 1 (Section 1588, title 10, United States Code)

- Ensure appropriate SOP on safeguarding of client data addresses volunteer access to privacy protected records.

50000.11 All volunteers and accepting officials for appropriated and non-appropriated fund activities have signed DD Form 2793. A copy of the signed DD Form 2793 is given to the volunteer prior to commencing voluntary services. DA Form 5671 (Parental Permission) is signed when accepting voluntary services from unmarried family members under age 18 before commencement of work. CAT 1 (Section 1588, (b)(2)(A), title 10, United States Code)

- Review statutory volunteer personnel files to verify that:
- Each volunteer and accepting official signed DD Form 2793.
- A parent has completed a DA Form 5671 for all unmarried volunteers under the age of eighteen.
- Each volunteer has completed DD Form 2793 and signed DA Form 5671 prior to the first tour of duty.

50000.12 A written position description is maintained for each volunteer. CAT 1 (Public Law 105-19, Section 1588, title 10 United States Code, and Volunteer Protection Act of 1997 and DODI 1100.21)

- Review volunteer position descriptions to determine the following:
- Position descriptions specifically mention whether or not regular use of a motor vehicle, private or Government owned or leased, is required; and, if required, the specific duties that will be performed.
- Position descriptions contain a prohibition against using a vehicle not specifically authorized.
- Position descriptions contain the position title, first line supervisor, second line supervisor (if applicable), description of duties, time required, qualifications of the job, training required and provided by the program accepting voluntary services and evaluation and feedback by the supervisor.

50000.13 Each volunteer maintains a record of hours worked on DA Form 4713 (Volunteer Daily Time Record). CAT 1 Section 1588 (d)(4)(A)(e)), title 10, United States Code and DODI 1100.21)

- Review completed DA Forms 4713 for compliance.

50000.14 All organizations using statutory volunteers document the volunteer hours worked, jobs performed, training and recognition received on DA Form 4162 (Volunteer Service Record). CAT 1 (DODI 1100.21)

- Review completed DA Forms 4162 to document compliance with standard.

50000.15 Volunteers receive pre-job training to learn technical skills, on-the-job training and continuing in-service training. CAT 1 (DODI 1100.21)

- Review completed DA Forms 4162 to validate volunteer training.

50000.16 Volunteers receive orientation to familiarize them with the organization, assigned duties, procedures to document voluntary service hours, policies and procedures for obtaining reimbursement of incidental expenses, award policies, grievance procedures, line of supervision, the importance of confidentiality and other relevant matters. CAT 1 (DODI 1100.21)

- Review completed DA Forms 4162 to validate volunteer orientation.

50000.17 Volunteers assigned to operate administrative vehicles complete the same training and screening and maintain the same qualifications as other employees who drive comparable vehicles. CAT 1 (DODI 1100.21)

- Review position descriptions to determine if position requires use of Government owned or leased vehicle.
- Review volunteer personnel file to determine if the volunteer is authorized to use vehicle and has been appropriately trained, screened, licensed and received written permission to operate vehicle.

50000.18 Standard procedures used to investigate and/or adjudicate incidents involving employees are used, when appropriate, to investigate and/or adjudicate similar incidents arising from voluntary services. CAT 1 (DODI 1100.21)

- Review written procedures to investigate/adjudicate incidents.
- Review documentation of adjudication.

50000.19 An ongoing recognition program is established for statutory volunteers. CAT 1 (DODI 1100.21)

- Ensure the appropriate SOP details an ongoing recognition system for volunteers.
- Review volunteer personnel files to verify that volunteers received recognition (certificates, awards, nametags and pins).

NOTE: Standards 50000.20 - 50000.24 apply to OVERALL installation volunteer coordination. They count towards ACS accreditation score only when the installation volunteer coordinator is located in ACS.

50000.21 A comprehensive and up-to-date resource library is established. CAT 2 (5 points)

- Ensure library includes:
  - Volunteer regulations and policies. (3 points)
  - Materials on volunteer management and program organizations. (1 point)
  - Information on training opportunities. (1 point)

50000.22. Training is provided for volunteer managers, both paid and volunteer, on volunteer management issues such as recruitment techniques, interviewing skills, orientation requirements, record keeping, recognition, evaluation, dismissal and position descriptions. CAT 2 (5 points)

- Review lesson plans. (3 points)
- Review schedules and attendance sheets. (2 points)

50000.23 A variety of methods are used to recruit volunteers. CAT 2 (5 points)

- Review marketing materials such as flyers, newspaper articles and briefing agendas. (3 points)
- Review volunteer job bank for current volunteer positions, programs and agency requests. (2 points)

50000.24 Volunteers are recognized for their service at the installation volunteer recognition event. CAT 2 (5 points)

- Review Installation Volunteer Coordinator SOP. (2 points)
- Review after action report on annual recognition event. (3 points)

8.3.3 Reporting Requirements

Reporting requirements vary with the branch of service as previously discussed in Chapter 3: Program Administration. Even though a formal report may not be required it's a good idea to maintain some statistics about your Volunteer Services Program. Some data you might find useful to maintain includes:

- How many volunteers did you have?
- How many volunteers did you average each month?
- How many new volunteers were recruited?
- How many of your volunteers have been with your agency a year or more?
- What general types of work are volunteers doing in your agency?
- What are the three most interesting jobs performed by volunteers?
- What percentage of your volunteers are:
  - Male
  - Female
  - Under 18 years old
  - Over 60 years old
  - White
  - African American
  - Latino/Hispanic
  - Other?
- What percentage of staff members supervised volunteers?
- What is the total number of hours of service provided by volunteers?

8.3.4 Program Self-assessment

You can do a self-assessment of your volunteer program by asking the following questions. Your goal is to be able to answer "yes" to all the questions.

- Is a specific individual designated to oversee our Volunteer Services Program?
- Are there current written policies and procedures in place for our Volunteer Services Program?

- Do staff members receive training on the Volunteer Services Program?
- Are there written job descriptions for volunteers?
- Is there a wide range of types of volunteer jobs?
- Are there off-site or virtual volunteer positions available?
- Do you have a written recruitment or marketing plan?
- Is there a formal interview process for potential volunteers?
- Is there a process to complete criminal history background checks of potential volunteers?
- Have all volunteers signed a written agreement?
- Is there a written orientation and training process for new volunteers?
- Does each volunteer have a designated supervisor?
- Does each volunteer receive regular supervision?
- Are volunteers invited to participate in staff meetings and in-service training?
- Does each volunteer have a personnel record that at minimum includes:
    - Application.
    - Emergency data.
    - Parental permission slip, if volunteer is under eighteen years old.
    - Signed Job Description or Volunteer contract.
    - Signed Privacy Act statement.
    - Signed Confidentiality statement.
    - Signed Volunteer Orientation document.
    - Conflict of Interest or Non-solicitation agreement, if applicable.
- Is there a written volunteer recognition plan?
- Are staff members who supervise volunteers recognized?
- Is there a system for documenting volunteer services in place?
- Has risk management been discussed with management?
- Does the volunteer coordinator have a training plan for him or herself?

- Is there a plan in place to evaluate the Volunteer Services Program?

8.3.5 Staff Feedback

It's important to get feedback about your program from staff members who supervise volunteers. To get feedback about your Volunteer Services Program from staff, ask them some of the following questions via a survey, interview or focus group:

- Do you do any volunteer work yourself? If so, what type?
- Do you currently supervise volunteers or are you interested in supervising volunteers?
- On a scale of 1 – 10, with 1 equaling "it is very desirable to use volunteers in our agency", and 10 equaling "it is very undesirable to use volunteers in our agency" how would you rate the desirability of using volunteers and why?
- Are volunteers in our agency adequately trained?
- Do you think staff has received adequate training to work with volunteers?
- How would you describe the reaction of our clients to our volunteers?
- What issues or concerns need to be addressed to improve the volunteer program?
- What are we doing well with our volunteer program?
- What other recommendations or comments do you have regarding the Volunteer Services Program?
- On a scale of 1 – 10, with 1 equaling "poor" and 10 equaling "outstanding", how would you rate our Volunteer Services Program?

A written Staff Assessment of Volunteer Utilization survey from U.S. Army's Volunteer Leader Handbook follows:

Staff Assessment of Volunteer Utilization

This form is to allow you to provide feedback regarding our utilization of volunteers. Please answer all questions as completely as possible. Do not sign the survey unless you wish to. All responses will be kept confidential.

1. Are volunteers involved in your area of direct responsibility or in your department?
   ❒ Yes ❒ No ❒ Don't know
2. In your experience, are the volunteers with our agency adequately qualified for their positions?
   ❒ Yes ❒ No ❒ Don't know
3. How would you describe the utilization of volunteers in our agency by other staff?
   ❒ Well utilized ❒ Generally well utilized, but some bad use
   ❒ Generally not well utiliized ❒ Don't know
4. Are the volunteers with our agency adequately trained for their responsibilities?
   ❒ Yes ❒ No ❒ Don't know
5. Do you think our staff has been adequately trained in how to work with volunteers?
   ❒ Yes ❒ No ❒ Don't know
6. What else should be done to help our staff work better with volunteers?
   _____
7. How would you describe the reaction of our clients to the volunteers?
   ❒ Yes ❒ No ❒ Don't know
8. What benefits do you think we have gained from the utilization of volunteers?
   _____
9. What problems have we created with the use of volunteers?
   _____
10. How has your own work load changed as a result of our utilizing volunteers?
    ❒ Yes ❒ No ❒ Don't know
11. How would you describe the assistance you have received from the volunteer director?
    ❒ Yes ❒ No ❒ Don't know
12. Use the space below to make any comments regarding our utilization of volunteers, any additions you would like to make to your answers to the above questions, or any suggestions you have about how we might make better use of volunteers.
    _____
    _____
    _____

Please return this questionnaire to:

8.3.5.1 Volunteer Feedback

It is also important to get feedback from your volunteers. You can survey all of your volunteers at once or you can ask volunteers to talk with you about their experiences volunteering at your agency as part of their annual performance evaluation. Use some of the following questions to get an evaluation of your Volunteer Services Program:

- To what extent do you think volunteers are accepted by staff at our agency?
- Do you think volunteers are comfortable with their assignments?
- Do you believe volunteers receive sufficient orientation to the organization before beginning to work?
- Do you feel volunteers receive enough training to adequately carry out their assignments?
- In your experience, does the volunteer position description match the job you were given?
- Do you find your work to be interesting, challenging and rewarding?
- Do you feel volunteers get adequate feedback about their work?
- Can you think of any new areas or jobs that volunteers might be of help to our agency?
- If you could make a change to the Volunteer Services Program what would it be?
- On a scale of 1 – 10, with 1 equaling “poor” and 10 equaling “outstanding”, how would you rate our Volunteer Services Program?

A sample written feedback form follows:

Volunteer Assessment of the Volunteer Program

As part of our continued effort to improve the volunteer program, we would like your responses to the following questions. All responses will be kept completely confidential. Do not sign the survey unless you wish to.

1. How long have you been volunteering with us?

   _____

2. What is the best experience you have had while volunteering with us? What is the worst experience?

   _____

   _____

3. To what extent do you think volunteers are involved in decisions that will affect their volunteer work?

   ❒ Well involved ❒ Sometimes involved ❒ Not well involved

4. To what extent do you think volunteers are accepted by clients?

   ❒ Well accepted ❒ Mixed reception ❒ Not well accepted

6. To what extend do you think volunteers feel comfortable with the assignments they are given?

   ❒ Comfortable ❒ Not very comfortable ❒ Don't know

7. Do you feel volunteers receive sufficient orientation about our agency when they begin to work?

   ❒ Yes ❒ No ❒ Don't Know

8. Do you feel that volunteers receive enough training in how to carry out their assignments?

   ❒ Yes ❒ No ❒ Don't Know

9. In your experience, does your volunteer job match the description of work given to you when you were interviewed?

❒ Yes ❒ Somewhat ❒ No

10. Do you find your volunteer work to be interesting, challenging, and rewarding?

❒ Yes ❒ Somewhat ❒ No

11. Do you think that volunteers are provided with sufficient feedback by those they work with?

❒ Yes ❒ Somewhat ❒ No ❒ Don't know

12. Do you think volunteers have sufficient opportunity to advance in responsibility in this agency?

❒ Yes ❒ No ❒ Don't know

13. Can you think of any new areas with which volunteers might be of help in our agency?

_____

14. Can you suggest any ways that we might use to recruit new volunteers?

_____

15. Overall, how would you rate our volunteer program? (Please circle 1= terrible, 7= Great)

1 2 3 4 5 6 7

16. Use the space below to make any other comments regarding our utilization of volunteers, or any additions you would like to make your answers to the above questions:

_____
_____
_____

Please return this questionnaire to
_____ by_____.

8.3.5.2 Volunteer Exit Interviews

It is very common to ask volunteers for their opinion about your Volunteer Services Program during an exit interview or exit survey. Sample exit interviews follow:

Sample 1.

Volunteer Exit Interview

How long did you volunteer with our agency?

_____

Why are you leaving?

_____

What did you most enjoy about working with our agency?

_____

What changes would you make to improve volunteering at our agency?

_____

_____

How would you grade your volunteer experience?

_____

A = Outstanding. Sorry to Leave.
Would highly recommend to others.
B = Good. Would suggest others consider volunteering here.
C = Okay. Would probably recommend this as a place to volunteer.
D = Poor. Experience did not meet my expectations. Would not recommend to others.
F = Failure. Highly WOULD NOT recommend volunteering at this agency.

Sample 2.

Volunteer Exit Evaluation of Agency

Volunteer: _____

Supervisor: _____

1. How many hours did you work weekly?

   _____

2. Position: _____

3. Primary reason for leaving:

   _____

4. If it were not for this reason, would you still be planning on leaving the agency? _____

5. If so, why? _____

   _____

6. What skills were most useful during your assignment?

   _____

7. Was your on-the-job supervision satisfactory?

   Yes _____ No _____

   Comments : _____

   _____

8. Suggestions : _____

   _____

_____ _____

Signature Date

8.4 Integration of Quality Assurance Feedback

Information derived from the quality assurance tools should be fed back into the program to improve it. This feedback loop allows adjustment to your program based on analysis of the information and management decisions. Be sure to provide feedback on informal evaluation results to your supervisor and Director for them to forward up their chain of command. Letters of thanks and "success stories" from clients are particularly effective endorsements of your program.

8.5 Professional Development

The quality of service provided by the Volunteer Services Program is largely based on the talent of the staff member coordinating the service. A volunteer manager needs the following skills in order to be effective:

- Organizational skills.
- Marketing/recruiting skills.
- Facilitation skills.
- Information and referral skills.
- The ability to recognize individuals in crisis and refer them for assistance.
- Work effectively with people from various ethnic, racial, gender and socioeconomic levels.
- Train, motivate and supervise volunteers and staff supervisors.
- Coordinate highly visible installation events.
- Develop and implement strategic and marketing plans.
- Collect, maintain and analyze data.
- Team player who can work autonomously and with minimal supervision.

All family support staff should have a professional development plan. There are several components of an effective staff training plan including:

- Orientation.
- Supervision/mentoring.

- Ongoing education and training.

8.5.1 Orientation

The key to a smooth transition to the role of volunteer manager is a thorough orientation to the position. This is often difficult as the position is only "one deep", there is little opportunity for face-to-face turnover, and generally, the volunteer manager's supervisor is not a subject matter expert. At this time, there is no DOD wide training program that has been developed specifically for volunteer managers. Attendance at joint service and private industry conferences, when available, provides significant training opportunities, but often do not provide the specifics needed to carry out daily responsibilities. At a minimum new volunteer managers need to:

- Meet with their agency colleagues and gain a complete understanding of the function of each.
- Be aware of the history of their local agency and volunteer services.
- Have basic safety information.
- Be introduced to the unique aspects of confidentiality within a military organization.
- Meet each agency volunteer.
- Review the Volunteer Services Program desk guide and relevant instructions.
- Take an installation "windshield" tour.
- Be linked to an experienced volunteer manager within the DOD system.
- Have regular supervision.

8.5.2 Ongoing Education and Training

Although, there is no DOD requirement for continuing education units, it's an ethical responsibility to strive to provide quality service through knowledge and use of cutting- edge volunteer management resources. More and more installations are limiting training opportunities due to budget constraints. To ensure your training needs are met, do a self- assessment to determine your strengths and weaknesses. Prioritize training requests based on needs. Ways to get additional training include:

- Professional workshops sponsored by local groups (low cost).

- Monitoring by staff member with identified knowledge and skills (no cost).
- Professional reading, subscriptions (low cost).
- Professional groups and affiliations, for example, the Society of Human Resource Managers (SHRM) (low cost).
- Regional conferences/training (moderate cost).
- National conferences/training (high cost).
- Civilian personnel office courses (no or low cost).
- Taking relevant coursework (community college courses are typically low cost). For a listing of colleges that offer volunteer management courses in North America go to *http://www.energizeinc.com.*

8.5.3 Supervision

Every staff member should have the opportunity to learn from an experienced colleague. The supervisor/mentor should:

- Have identified knowledge and skills that he/she can share.
- Meet regularly with the individual and/or group to share ideas and learn from experience.
- If in a supervisory relationship, not only facilitate learning but also track accountability.

8.5.4 Certified Volunteer Administrator

More and more professions are developing certification programs. Although certifications through these programs are not required for a position it's one more tool employers can use to ensure personnel meet basic quality standards.

The "Certified in Volunteer Administration" (CVA) credential is offered by the Association for Volunteer Administration (AVA) for practitioners in volunteer resources management.

Unlike many "certificate" or certification programs being offered by colleges and universities, the AVA professional credentialing program is performance-based. It is not intended to teach individuals how to manage volunteers effectively. Rather, it is designed to measure an individual's application of knowledge and skills by those with real-life experience in this role.

This includes the assessment of a candidate's ability to structure tasks, produce ideas and solve problems. The AVA program is:

- Voluntary.
- Performance-based.
- Grounded in core competencies and standards developed by colleagues.
- Defines volunteer administration as a profession.
- Provides a vehicle for periodic updating of best practices.
- Open to individuals with either salaried or non-salaried experience from any type of organization.

Individuals pursuing the CVA credential must demonstrate their knowledge and ability to apply skills in five core competencies:

- Professional principles.
- Leadership.
- Management.
- Planning.
- Human Resources Management.

The two part assessment process includes:

1. A portfolio that includes:

   Philosophy Statement – 500 words (a personal reflection on beliefs and values related to Volunteer Resources Management).

   Management Narrative – 1,500 words (a description of activities and experience focused on three of the core competencies).

2. A multiple choice test.
   Individuals wishing to become credentialed by AVA must have three years of experience related to volunteer resource management and at minimum, 30% of their current position must be related to volunteer management.

For additional information go to *www.avaintl.org*.

8.6 Resources for Volunteer Services Program Managers

The following resources were recommended by volunteer program managers from all service branches and were used in developing this desk guide.

8.6.1 Books

- *ASC Volunteer Leader Handbook*, Family Development Center, Cornell University, 2003.
- *Best Practices for Volunteer Programs,* Sue Vineyard and Steve McCurley, Heritage Arts Publishing, 2001.
- *Measuring Up: Assessment Tools for Volunteer Programs,* Sue Vineyard and Steve McCurley, Heritage Arts Publishing, 2003.
- *The Volunteer Management Handbook*, Tracy Daniel Conner, Wiley Publishing 1999.
- *The Volunteer Recruitment (and Membership Development) Book,* Susan Ellis, Energize Inc., 2002.

8.6.2 Journals

- *The Journal of Volunteer Administration, http://www.avaintl.org/product/journal.html.*
- *The Volunteer Management Report,* Stevenson Consultants, Inc., P.O. Box 4528, Sioux City IA 51104, www.stevensoninc.com, 712-239-3010.
- *www.e-Volunteerism.com,* is a quarterly newsletter published by Energize.
- *http://volunteertoday.com,* is a free, monthly electronic newsletter for volunteer managers.

8.6.3 Websites

- Association for Volunteer Administration, *www.avaintl.org*, has basic information about volunteer management.
- Court Appointed Special Advocates, *http://www.casanet.org*, has information about managing volunteers that is especially applicable to volunteers in sexual assault and domestic violence programs.
- Energize Inc, *http://energizeinc.com/*, is a great site for articles and other information about managing volunteers.

- Independent Sector, *http://www.independentsector.org*, focus is primarily on non-profit organizations, but provides annual dollar figure for volunteer services.
- Nonprofit Basics, *http://nonprofitbasics.org*, has basic information on volunteer management is available on this site.
- Points of Light Foundations, *www.pointsoflight.org*, has basic information on volunteerism.
- Serve Net, *http://servenet.org/*, has basic information about volunteer management.
- Service Leader, *http://www.serviceleader.org*, is a great site for articles and information about volunteer management.
- Society for Human Resource Management, *http://www.shrm.org/chapters/resources*, has information about managing personnel.
- Volunteer Match, *http://volunteermatch.org/*, allows organizations to post volunteer jobs and links individuals or groups interested in volunteering.
- Volunteer Today: *http://www.volunteertoday.com/* has appreciation ideas, program management, recruitment tips, and research.
- World Volunteer, *http://www.worldvolunteerweb.org*, has basic information about volunteer management.

"Quality is not an act; it's a habit."
- Aristotle