



Volunteer Engagement

recruiting and retaining strong volunteers



www.urbanalliance.com

This booklet was prepared by:

Urban Alliance, Inc.
62 Village Street
East Hartford, CT 06108
www.urbanalliance.com

Content prepared by:

Jessica Sanderson, Ph.D., LMFT

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Introduction

Volunteering is defined as “time willingly given for the common good and without financial gain.” This definition encompasses the variety of ways people give their time, knowledge, or skills including:

- **Formal volunteering:** comprised of activities within an organization involving a level of structure, support, or management.
- **Spontaneous volunteering:** comprised of activities that happen without planning, often during or immediately after an event such as breaking down chairs or meeting an unexpected need.
- **Workplace volunteering:** comprised of activities where an employer supports staff to offer professional skills or practical support to others during work or paid time.

Volunteers are a tremendous resource to nonprofit organizations. In the U.S, 61 million people, 27% of the population, volunteer regularly. Estimates of the value of volunteer labor suggest the United States benefits from the equivalent of \$239 billion of unpaid staff time or the equivalent of a full-time workforce of 7.2 million employees (Wing, Pollak, & Blackwood, 2008).

Volunteers can increase the quality and scale of services that nonprofits provide. Enlisting the support of volunteers, whether in the office or on the ground, can allow nonprofits to accomplish more. Having these individuals working on the ground helps ensure beneficiaries are receiving the best possible support and level of attention. Volunteering holds many benefits to not only the people that volunteer, but to the community as a whole. Volunteering encourages social connection, a sense of belonging, an environment where individuals can learn new skills, gain confidence and have fun. Volunteering also builds community connection and resilience. Many organizations rely and thrive on volunteer passion and commitment.

Despite the significant role of volunteer involvement within the nonprofit and public sectors, few organizations possess the knowledge to strategically maximize volunteer teams. This booklet provides an overview of strategies and best-practices for nonprofit volunteer recruitment and retention.

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Focus on Retaining Volunteers

In their book, *The Volunteer Project: Stop Recruiting, Start Retaining*, Kizer, Kreisher & Whitacre encourage leaders to develop a program culture where the focus is on retention and the value of volunteers above programs. By focusing on retention, leaders will spend less time recruiting and more time creating a healthy program culture where volunteers thrive.

The goal is to create a culture where volunteers describe their roles as:

- Life giving
- Full of opportunity to make new friends
- Fueling their pursuit of meaning
- Propelling them forward at work and home

In order to accomplish this, leaders must first examine core values that guide both programming and volunteer engagement. They suggest that there are four values or mindsets that must be in place in order to build a thriving volunteer program.

These values include:

Excellence: Doing your best with what you have. Leaders that have the mindset of excellence communicate they care.

Mission: Create a mission that is compelling, easy to understand. Leaders have a clear mission that they can communicate to others.

Appreciation: Successful leaders are marked by appreciation and gratitude for others. Leaders foster esteem for volunteers as individuals and their role as volunteers.

Invitation: A welcoming culture is marked by an invitation to join from several sources. Invitations are marked by opportunity and enthusiasm, not desperation.



Core Components of Volunteer Programs

Rehnborg, S., Bailey, W., Moore, M., Sinatra, C. (2009) offer an model highlighting core components of any volunteer program. These include:

- **Planning:** Establish basic organizational principles such as mission, vision, and values as well as volunteer engagement policies and procedures.

Forms: Mission Statement
Volunteer Policy and Procedures
- **Recruiting:** Develop a strategy for sharing about volunteer opportunities, screening, and matching.

Forms: Volunteer Job Description
Volunteer Application
Background Check Form
- **Training:** Orient and equip volunteers so they feel confident in their role.

Forms: Orientation Materials
Training Materials
- **Managing:** Offer support and oversight to volunteers, create a positive experience by creating healthy community.

Forms: Appreciation Certificate
- **Evaluating:** Offer feedback and collect feedback to strengthen programming and the volunteer experience.

Forms: Mission Statement
Volunteer Evaluation Form
Volunteer Feedback Survey



The Volunteer Involvement Framework

The Volunteer Involvement Framework™ captures contemporary themes in volunteer engagement and organizes information for prioritizing and decision-making purposes (Rehnborg, Bailey, Moore, Sinatra, C, 2009). The Framework is a simple two-by-two matrix. The horizontal “connection” columns distinguish between the two predominate orientations of volunteers currently in the market place. The tool was developed with assistance from nonprofit leaders and enables executive-level decision-makers to identify their current volunteer engagement practices, examine additional service possibilities, and identify appropriate staffing and other management considerations. The Framework guides leaders as they analyze, plan, and make decisions, providing a useful visual summary that helps organize strategic thinking about volunteer engagement.

Affiliation vs. Skills. Affiliation-oriented volunteers gravitate to a service-opportunity in order to associate with either the cause or with the mission or purpose of the organization, or with the group or network of friends engaged in the service. By contrast, the “skill-oriented” volunteers are more likely to express an interest in or a connection with the type of work performed as a volunteer. This person views the skills that he or she brings to service as paramount and wants to offer this specialized expertise to the organization.

Long-term vs. Episodic. The vertical “time” dimension of the matrix captures the person’s availability for service. The top row represents a short-term service commitment. Short-term may indicate a short stint of service (volunteering that occurs over a determined number of hours in one day or weekend), or it may suggest a specific, time-limited focus, where the volunteer signs on for a specific project that is limited in nature (although the project may occur on an annual or some other recurring basis). This volunteer is frequently called an “episodic” volunteer. The bottom row of the framework represents the person who agrees to serve on a regular, ongoing basis, potentially making a long-term service commitment.

Estimates of the value of volunteer labor suggest the United States benefits from the equivalent of \$239 billion of unpaid staff time



The Volunteer Involvement Framework: Examples

The Volunteer Involvement Framework with Examples

		Connection to Service	
		Affiliation-Focused	Skills-Focused
Time for service	Episodic	<p>Examples of Service:</p> <ul style="list-style-type: none"> • Corporate days of service with work teams • Weekend house-build by a local service club • Park clean-up event or trail maintenance • Walkers, bikers, runners for annual fundraiser. <p>Traits of Volunteers:</p> <ul style="list-style-type: none"> • Strong sense of connection to the cause, work group, club, or organization. • Generally expects a well-organized event (materials and instructions immediately available to perform task, etc.). • May be using the service opportunity to investigate a particular organization. • May be part of a service group or meeting service requirements of a school, workplace, or club. • May have unrealistic/ naive expectations about the ability to impact clients or long-term work of the organization. • May prefer to identify with their service club or company rather than the organization being served. 	<p>Examples of Service:</p> <ul style="list-style-type: none"> • A one-time audit of an organization's finances by a professional accountant • A sports club teaching a youth group a particular skill and hosting youth for an event • A student completing a degree requirement. • A chef preparing a meal for a fundraiser <p>Traits of Volunteer:</p> <ul style="list-style-type: none"> • Seeks a service opportunity tailored specifically to engage the volunteer's unique skill, talent, or resources. • May be any age, although slightly more likely to be adults with higher levels of skills/education.. • Likely expects mutuality, i.e., a peer-to-peer relationship within the organization (accountant to treasurer; event host to ED; etc.) • May seek to negotiate timing of service. • Appreciates recognition that is tailored to the unique demands of the position. • May prefer to think of self not as a "volunteer" but an intern, pro bono consultant, etc., or other functional title.
	Longterm	<p>Examples of Service:</p> <ul style="list-style-type: none"> • Youth mentor • Sunday School teacher • Hospice visitor • Park host or docent • Thrift store manager • Auxiliary member or trustee <p>Traits of Volunteers:</p> <ul style="list-style-type: none"> • Committed to the group or organization and the cause or mission it represents. • Often willing to perform any type of work for the cause, from stuffing envelopes to highly sophisticated service delivery. • May need specialized training to prepare for the service opportunity (e.g., literacy tutoring, etc.) • May feel a special affinity to the organization because of past benefit, family connection, or other personal allegiance. • May be any age, although age may segment type of cause most likely championed. • May be ideologically motivated (religious, political, environmental, etc.) to champion a cause or issue. • Appreciates regular recognition, both formal and informal. 	<p>Examples of Service:</p> <ul style="list-style-type: none"> • Pro bono legal counsel • No-cost medical service by a physician, EMT, nurse, counselor, etc. • Volunteer fire fighter • Loaned executive • Board member <p>Traits of Volunteers:</p> <ul style="list-style-type: none"> • Similar to the quadrant to the left in commitment. • Generally prefers to contribute through specialized skills and training. • May elect to contribute talents through specialized service or may contribute time through policy and leadership roles such as board governance, visioning, etc. • Often expects volunteer management that reflects the cultural norms of the given specialty or skill. • Often combines talent with dedication to the cause, although the talent brought to the cause may supersede an allegiance to the mission. • Expects staff support, assistance with resources necessary to the job, and recognition appropriate to work performed.

Taken from: Rehnborg, S., Bailey, W., Moore, M., Sinatra, C, (2009). Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders. RGK Center for Philanthropy & Community Service, The LBJ School of Public Affairs, & The University of Texas at Austin

Four Strategies for Volunteer Retention

In their book, *Stop Recruiting, Start Retaining* Kizer, Kreisher & Whitacre (2018) offer four overarching strategies to retain volunteers. These strategies are outlined in this section as well as examples of practical steps organizations can take to grow in each.

Celebrate their Significance



Celebrating the significance of volunteers' investments centers on the leader making a commitment to providing opportunities for volunteers to serve in roles that are a good fit for their skills and interests. It begins with the leader making a mindset shift from just filling volunteer vacancies to connecting volunteers with roles in which they will thrive. Volunteers experiencing significance say things like, "I love making a difference!"

- **Their Place in the Vision:** Create fun and meaningful experiences in which volunteers feel what they do is crucial to fulfilling the mission of the organization.
- **Find the Sweet Spot:** Assess the sweet spots of volunteers and look for roles to help them grow individually.
- **Show the Numbers:** Elevate the perceived value of volunteering by calculating and communicating their contributions.
- **Continual Improvement:** Be approachable and open, embracing ways to improve processes, communication, leadership, and effectiveness.
- **Show Appreciation:** Focus on praising the gifts and investments of others, and say "thank you: in a way that resonates with each individual.

Provide First-Class Support



Effective leadership begins with well-informed and resourced volunteers. Volunteers should be communicated with often and provided tools for their roles in advance. Leaders should invest in training for skills that are applicable in a volunteer's home and workplace, reaching beyond the role he fulfills in the church or organization. When this happens, volunteers will exclaim, "I've got what I need and I feel valued!"

- **Training for Success:** Have guidelines, policies, procedures, job descriptions and screening processes in place and be aware of how these apply in each specific role.
- **Communicate Early and Often:** Commit to providing information early, with frequent reminders, so volunteers can adequately prepare for their assignment.
- **Weekly Huddles:** Set aside time immediately prior to programming and events for volunteers to gather for final instructions and coaching.
- **Make it Safe:** Have measures in place that protect the volunteer, participant, and families within your ministry context.
- **Organize Volunteer Teams:** Establish an approach to structure volunteer teams and educate volunteers on leading other volunteers.

Fuel Meaningful Connections



Many people choose to volunteer because they are looking for community and connection to other like-minded people. This strategy focuses on team building principles and the importance of providing opportunities for volunteer groups to share stories, play, and laugh together. A volunteer experiencing community will express the sentiment that, “I belong here,” and “I’ve got friends here.”

- **Friendship-Friendly Programming:** Create environments where like-minded individuals can connect and grow together.
- **Make it Fun!** Seek to make the volunteer environment fun and a place where volunteers enjoy coming to serve.
- **Planning Connections:** Connect each individual with a person who will mentor him through the orientation process and welcome him with a caring and engaged spirit.
- **Get it on the Calendar:** Set aside regular times for volunteer training, team building and appreciation.
- **Community can be Messy:** Know how to embrace conflict and facilitate the resolution process for future growth

Empower their Passions



This strategy focuses on establishing clear vision and parameters within volunteer teams. If leaders do not give clear vision, volunteers will invent their own. Empowering volunteers happens when leaders remove the red tape and give volunteers permission to carry out the mission. We challenge leaders to not make assumptions for their volunteers, but invite individuals into opportunities that will stretch them beyond what they have done in the past. Volunteers will be excited to say, “I’m trusted and have opportunities to develop into a better leader.”

- **Inviting with Intentionality:** Be specific about volunteer needs and describe how each unique individual can play a part in fulfilling the mission.
- **Set them Free:** Cast a clear vision so you can spend more time managing people and more time accomplishing your organizations’ goals.
- **Cut the Red Tape:** Fight to make volunteering an easy and enjoyable process by avoiding excessive forms, reports, and permissions.
- **Make it Helpful:** Focus on empowering volunteers to live well at work and home, and let weekend programing be an after-effect.
- **Volunteers Who Multiply:** Provide such an incredible experience that volunteers invite their friends to join them.

Why Volunteers Leave

Research has proven that when volunteers do not have what they need in each of these areas, they are more likely to leave.

- #1 Competency** — Volunteers must feel they have the required knowledge and skills and are adequately prepared for their assignments. When they do not feel competent they are more likely to leave.

Reflection Questions— Do your volunteers receive adequate training to feel comfortable and confident in their new roles? Do they have the right tools for the right job? What other tools and supports can you offer?

- #2 Participation Efficacy** — Volunteers also need to feel that they are able to be effective, that their time is well used, and that their work makes a concrete difference. When they do not feel a sense of efficacy they are more likely to leave.

Reflection Questions— Is their work designed to be efficient with minimal roadblocks to progress? Do you report and celebrate with volunteers goals attained, as well as key learning, on a regular basis?

- #3 Group Integration** — This refers to the social aspects of volunteering and feeling that they are part of the “in-group.” Volunteers need to feel that they have positive relationships with both their peers and paid staff. When they do not feel included or have strained relationships with others they are more likely to leave.

Reflection Questions— Do you ensure that new volunteers are fully integrated into the larger group? Do you actively work against the formation of cliques and “insider” groups? Do you keep everyone in the loop with emerging information? Do you address volunteer-paid staff relations issues proactively?

- #4 Organizational Support** (varies with age) — This refers to the ability to get help when needed, acknowledgment of work, and feedback on performance. Perhaps surprising, this need varies with age, and research shows that this support does not affect the intent to remain of those over 40 years old. Volunteers who do not feel supported are more likely to leave.

Reflection Questions — For your younger volunteers, do you have a plan to provide more in-depth supervision and support? Do you have a feedback system in place to help volunteer make corrections and work more effectively?

By focusing on these four areas, you are more likely to increase the retention of volunteers and enhance their overall experience. You might also consider collecting feedback from your volunteers using a satisfaction survey to learn more about their experience and how you are doing in each of these areas.

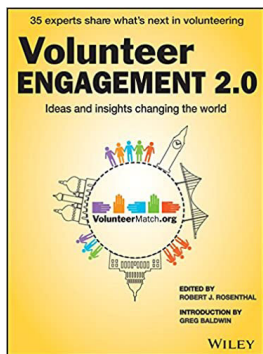
Helpful Resources



The Volunteer Project: Stop Recruiting. Start Retaining

Darren Kizer, Christine Kreisher, Steph Whitacre

In *The Volunteer Project*, we will introduce you to 4 Strategies that, when applied, will launch your church or nonprofit ministry into what we call a zero recruitment model of volunteerism. Formulated from the authors' research, combined 50+ years of experience in leading volunteer teams, and the feedback of hundreds of volunteers, these 4 Strategies are designed to provide individuals with such satisfying volunteer experiences that they are motivated to continue volunteering, and even invite their friends to join them.



Volunteer Engagement 2.0

Robert J. Rosenthal, Greg Baldwin

Volunteer Engagement 2.0: Ideas and Insights Changing the World shows you many of the innovative approaches to engaging volunteers that are reshaping nonprofits, volunteer programs, and communities around the world and how you can bring these changes to your own organization.



VolunteerMatch

www.volunteermatch.org

VolunteerMatch is a web platform that recruits highly qualified volunteers for nonprofits.

Citations

1. Kizer, D., Kreisher, C., Whitacre, S. (2018). *Stop Recruiting and Start Retaining*. 181 Publishing. Atlanta Georgia.
2. Rehnborg, S., Bailey, W., Moore, M., Sinatra, C, (2009). *Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders*. RGK Center for Philanthropy & Community Service, The LBJ School of Public Affairs, & The University of Texas at Austin
3. *Successful Strategies for Recruiting, Training and Utilizing Volunteers: A Guide for Faith and Community-Based Providers*. (2005). SAMSHA Faith-based Community Initiative.
4. Volunteering Canterbury - volcan.org.nz
5. Corporation for National & Community Service. (n.d.) *Volunteering in America*. Available online at: <http://www.volunteeringinamerica.gov>
6. Wing, T., Pollak, A., & Blackwood. K., (2008). *The Nonprofit Almanac*. Rowman & Littlefield Publishers

Appendices

Blank Volunteer Job Description
Sample Volunteer Job Description
Sample Volunteer Application
Sample Volunteer Eligibility Policy
Sample Reporting of Child Abuse Policy
Sample Background Check Form
Sample Volunteer Feedback Survey

Volunteer Opportunity Job Description

Please complete this form at least six weeks prior to the date you need volunteers for your church or organization. Remember to be as detailed as possible, use clear language and avoid using jargon or acronyms.

Job opportunity title:
What are the key responsibilities of the volunteer(s)?
What are the basic qualifications you would like each volunteer to have? Volunteers should be: <ul style="list-style-type: none">• A registered UAServe volunteer (you will have a chance to register if you haven't already)• Willing to attend orientation prior to volunteering• Willing to submit a background check• Open to an ongoing commitment that works with your schedule
Minimum age requirement for the volunteer opportunity:
Brief description of church or organization and ministry program:
Initiative:
What is the length of time you need volunteers? Duration (year-round, seasonal): Commitment (how many times a month/year, how many hours per month, for example): Day(s), time of arrival and time of departure:
<div>For Internal Use Only Number of volunteers needed: Name, email and phone number of Host Site Leader: Address of volunteer opportunity: Regular hours of operation:</div>

Volunteer Opportunity Job Description: Example

Please complete this form at least six weeks prior to the date you need volunteers. Remember to be as detailed as possible, use clear language and avoid using jargon or acronyms.

Job Opportunity Title: Mobile Foodshare Assistant
What are the key responsibilities of the volunteer(s)? <ul style="list-style-type: none">• Unpacking food from Mobile Foodshare truck• Setting up food on tables• Greeting community members• Distributing food to community members• Handing out shopping bags• Answering questions as needed
What are the basic qualifications you would like each volunteer to have? Volunteers should be: <ul style="list-style-type: none">• A registered UAServe volunteer (you will have a chance to register if you haven't already)• Willing to attend orientation prior to volunteering• Willing to submit a background check• Open to an ongoing commitment that works with your schedule• Friendly• Reliable• Patient• <i>Spanish-speaking skills a plus</i>
What is the minimum age requirement for this volunteer opportunity? 18+
Brief description of church or organization and ministry program(s): <p>Helping Hands provides fresh fruits and vegetables, dairy, meat and bread for community members in partnership with Mobile Foodshare.</p>
Initiative: Beyond the Basics
What is the length of time you need volunteers? <p>Duration: Year-round</p> <p>Commitment: At least twice per month</p> <p>Day(s), time of arrival and time of departure: Fridays, 9:30-10:45am</p>
For Internal Use Only <p>Number of volunteers needed: 12 max</p> <p>Name, email and phone number of Host Site Leader: Mary Stewert, helpinghands@gmail.com, 860-777-7777</p> <p>What is the address of your volunteer opportunity? Helping Hands, 30 South Street, XXXXXXXX, CT</p> <p>Regular hours of operation: Tuesdays, 11:00am-4:00pm</p>

Volunteer Application

Application Date:

Name:

Date of Birth:

Home Address:

Main Phone:

Other Phone:

Email:

EDUCATION

Highest Level of Education:

High School:

College:

yrs.

Masters:

Doctorate:

Degree Title:

EMPLOYMENT

Current Employer, if applicable:

Address:

Position/Title:

Dates of Employment (starting, ending):

SKILLS & EXPERIENCE

Special training, skills, hobbies:

Groups, clubs, organizational memberships:

1. Describe your expectations for volunteering with (Organization Name):

2. Please describe your prior volunteer experience (include organization names and dates of service):

3. What experiences have you had that may prepare you to work as a volunteer in the field of [description of field, e.g., domestic violence, child abuse prevention, youth recreation, etc.]?

4. Why do you want to volunteer? [Or, what do you want to gain from this volunteer experience?]

Social History

Have you ever been convicted of a crime? Yes No

[If yes, please explain the nature of the crime and the date of the conviction and disposition.]

Conviction of a crime is not an automatic disqualification for volunteer work.

Do you have a driver's license? Yes No

State Issued: DL#:

Do you have car insurance? Yes No

Do you have a car available for transporting others? Yes No

REFERENCES

Please list three people who know you well and can attest to your character, skills, and dependability. Include your current or last employer.

Name/Organization	Relationship to you	Length of relationship	Phone number

Please read the following carefully before signing this application:

I understand that this is an application for and not a commitment or promise of volunteer opportunity. I certify that I have and will provide information throughout the selection process, including on this application for a volunteer position and in interviews with (Organization Name) that is true, correct and complete to the best of my knowledge. I certify that I have and will answer all questions to the best of my ability and that I have not and will not withhold any information that would unfavorably affect my application for a volunteer position. I understand that information contained on my application will be verified by the (Name of Organization). I understand that misrepresentations or omissions may be cause for my immediate rejection as an applicant for a volunteer position with (Name of Organization) or my termination as a volunteer.

Signature:

Date:

Volunteer Eligibility

Policy

It is the policy of (Organization Name) that each volunteer must meet the eligibility criteria outlined below to participate in (Organization Name's) Volunteer Engagement Program.

Volunteer Eligibility Requirements:

- For volunteers under 14 years of age, have consent of legal guardian and accompaniment of a designated adult.
- For volunteers 14e 17 years of age, have consent of legal guardian.
- For volunteers 18 years of age or older, complete a background check.
- Complete the intake, matching, and screening process.
- Be willing to communicate regularly with (Organization Name).
- Have access to an automobile or reliable transportation.
- Not use illegal drugs, alcohol or firearms while engaged in volunteer jobs.
- Not have falsified information during the course of the screening process.
- Be willing to adhere to all (Organization Name) policies and procedures (policies and procedures manual available: (list where available)).

Transportation Policy:

It is the policy of (Organization Name) that all volunteers must be able to provide their own transportation to and from volunteer events, commitments, and Host Sites. It is the policy that a volunteer may not commit to a volunteer job if they are unable to provide their own transportation.

Alcohol, Drugs, Tobacco, and Firearms Policies:

It is the policy of (Organization Name) to prohibit and discourage the use of drugs, alcohol, and firearms. Volunteers are prohibited from using drugs or alcohol or possessing firearms while engaged in volunteer jobs. Any suspected violations should be reported to the Volunteer Manager.

Alcoholic Beverages: No volunteer of (Organization Name) will possess or consume beer, wine, or other alcoholic beverages while actively engaged or prior to actively engaging in volunteer activities, nor shall any Host Site endorse the use of alcohol, other than if it is used in a religious context (i.e. wine for Communion.)

Drugs: No participant of (Organization Name) will manufacture, possess, distribute, or use any illegal substance while engaged in volunteering activities.

Tobacco: The intent of (Organization Name) is to create a smoke and tobacco---free environment. Volunteers should not smoke or use tobacco products while volunteering with (Organization Name). The use of tobacco products includes, but is not limited to, cigarettes, cigars, pipes, chewing tobacco, snuff, or other matters or substances that contain tobacco.

Weapons, Firearms, and Other Dangerous Materials: The possession or use of firearms, firecrackers, explosives, toxic or dangerous chemicals, or other lethal weapons, equipment, or material while participating in volunteering activities is strictly prohibited.

Any violation of this policy will result in the immediate suspension and/or termination from the (Organization Name) volunteer program. In addition, violations of this policy may result in notification being given to legal authorities that may result in arrest or legal action, and may be punishable by fine and/or imprisonment.

Unacceptable Behavior Policy:

It is the policy of (Organization Name) that unacceptable behaviors will not be tolerated on the part of Volunteers representatives while participating in volunteer engagement activities. This policy is in addition to behavioral requirements stipulated in other policies or procedures within this manual. This policy is in no way intended to replace or take precedence over other (Organization Name) policies or procedures including, but not limited to, the following:

- Confidentiality Policy;
- Transportation Policy;
- Mandatory Reporting of Child Abuse and Neglect Policy;
and
- Use of Alcohol, Drugs, Tobacco, and Firearms Policy.

A number of behaviors are regarded as incompatible with (Organization Name) goals, values, and program standards and therefore are considered unacceptable and prohibited while host sites and volunteers are engaged in volunteering activities:

- Unwelcome physical contact, such as inappropriate touching, patting, pinching, punching, and physical assault.
- Unwelcome physical, verbal, visual, or behavioral mannerisms or conduct that denigrates, shows hostility, or aversion toward any individual.
- Demeaning or exploitive behavior of either a sexual or nonsexual nature, including threats of such behavior.
- Display of demeaning, suggestive, or pornographic material.
- Sexual abuse or neglect of a child.
- Denigration, public or private, of any persons on volunteer work site locations.
- Denigration, public or private, of political or religious institutions or their leaders.
- Intentional violation of any local, state, or federal law.
- Driving while under the influence of drugs or alcohol.
- Possession of illegal substances.

Any unacceptable behavior, as specified but not limited to the above, will result in a warning and/or disciplinary action including suspension or termination from participation in (Organization Name) volunteer program.

(Organization Name) reserves the right to determine, in its sole discretion, the appropriate disciplinary action to be taken in any given circumstance.

Mandatory Reporting of Child Abuse and Neglect

Policy

It is the policy of (Organization Name) that all staff and Volunteers must report any suspected child abuse and/or neglect to (Organization Name and Specific Staff). All such suspected reports must be made to appropriate state and/or local authorities. (Organization Name) staff and volunteers must follow the mandatory reporting of child abuse and neglect procedure.

Procedure

All (Organization Name) staff and volunteers must adhere to the following mandatory reporting procedures:

Suspected Child Abuse or Neglect

1. All suspected incidents of child abuse or neglect, recent or otherwise, must be reported to (Organization Name and Specific Staff) immediately.
2. The (Specific Staff) must fill out the Child Abuse and Neglect Report Form (DCF-136) detailing critical information about the alleged incident of abuse or neglect. Once completed and reported, this form will be kept in the volunteer's file folder.
3. Within twelve (12) hours of suspecting that a child has been abused or neglected, (Specific Staff) must orally report said suspicion to DCF's Careline (1-800-842-2288) or a law enforcement agency. The (Specific Staff) must then submit a written report to DCF utilizing the DCF's Form DCF-136 within forty-eight (48) hours of making the oral report.
4. At all times, either the (Specific Staff) shall be available to receive reports of suspected abuse or neglect from volunteers. The (Specific Staff) shall provide all volunteers and staff with information as to how they can be reached both during regular business hours, and after business hours. If knowledge of suspected abuse or neglect occurs after business hours, the Volunteer or Staff member must immediately report their suspicions to either the (Specific Staff). The (Specific Staff) must then follow steps one through three above. If the (Specific Staff) is unavailable, the (Specific Staff) will follow steps one through three above.

In some cases, DCF may require the Volunteer or Staff member who witnessed or suspected the abuse or neglect to be interviewed or make contact with them directly. In such cases, the (Specific Staff) will accompany the Volunteer as allowed by DCF.

Contact Information:

Staff Contact Informaiton

BACKGROUND CHECK DISCLOSURE AND AUTHORIZATION FORM

☐ Volunteer

☐ Host Site Leader

☐ Host Site Supervisor

Disclosure

(Organization Name) has informed me that participating as a Volunteer, Host Site Leader or Host Site Supervisor, requires me to consent to a criminal background check, and that the information contained in a criminal background report may be used by Urban Alliance in determining whether to extend a volunteer opportunity to me or allow volunteers to be matched to and supervised by me.

(Organization Name) has further informed me that a criminal background report may contain the following types of information including: criminal history, felony filings, misdemeanor filings, and motor vehicle records, etc. I further understand that I have a right to request disclosure of the nature and scope of the reports.

Prior to being denied a volunteer opportunity or denied the opportunity to have volunteers to be matched to and supervised by me, based in whole or in part on information obtained in the criminal background report, I will be provided with a copy of the report, as well as the name, address, and telephone number of the consumer reporting agency and a description in writing of my rights under the Fair Credit Reporting Act.

Authorization

I hereby authorize (Organization Name) to conduct the criminal background check described above. In connection with this, I also authorize the use of law enforcement agencies and/or private background check organizations to assist (Organization Name) in collecting this information. IntelliCorp Records, Inc. 3000 Auburn Drive, Suite 410 Beachwood, OH 44122, has been secured as a third party vendor (consumer reporting agency) to assist (Organization Name) in collecting and verifying this information.

Volunteers hereby authorize (Organization Name) to release background check results on an as-needed basis to any Host Site staff. Volunteers also authorize (Organization Name) to release his/her volunteer profile and information from his/her volunteer intake interview and/or orientation on an as-need basis to any Host Site.

I understand that (Organization Name) will not discriminate against an applicant, Volunteer, Host Site Leader or Host Site Supervisor or otherwise misuse the information, as provided by applicable federal or state equal opportunity laws or regulations.

I understand that my authorization will remain effective from the date of my signature until ____/____/____ **(one year from today)**, and that the information will be handled confidentially in compliance with all applicable federal laws. I understand that I may revoke the authorization at any time by written, dated communication.

I agree that an electronic or photocopy of this authorization with my signature should have the same authority as the original.

By signing below, I certify: (1) that I have read and fully understand this disclosure and authorization; (2) that all of

the information I am providing is true, complete, correct and accurate; and (3) that I have received the Summary of

Your Rights under the Fair Credit Reporting Act (15 U.S.C. §1681 et seq.).

Full Legal Name:

First

Middle

Last

Other Names/Alias: _____

Date of Birth: ____/____/____

Social Security Number: _____

Telephone Number: _____

Current Address: _____

Previous Address: _____

Addresses for the Past Seven Years: (include street, city, state, zip code)

Dates of Residence:

Certification

To the best of my knowledge, the information provided in this Background Check Disclosure and Authorization is true and complete. I understand that any falsification or omission of information may disqualify me volunteering. By signing below I hereby provide my authorization to (Organization Name) to conduct a criminal background check and I acknowledge that I have been provided with a summary of my rights under the Fair Credit Reporting Act.

Signature of Volunteer/Host Site Leader/Host Site Supervisor

Date

_ Signature of (Organization Name) Staff Member

Date

Sample Volunteer Feedback Questionnaire

1. How long have you volunteered? _____
2. Describe the types of activities you have been involved in as a volunteer.
3. On average how many hours per month do you serve? _____

<i>Please indicate the degree to which you agree with each statement.</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
1. I was satisfied with my overall volunteer experience.	1	2	3	4
2. The volunteer registration process was easy for me.	1	2	3	4
3. When I started, I received an orientation.	1	2	3	4
4. I had the information I needed to volunteer.	1	2	3	4
5. If I had a question, there was always a person I could ask.	1	2	3	4
6. When I served, everything was well organized.	1	2	3	4
7. I had the support I needed when I volunteered.				
8. My service made a difference in the organization.	1	2	3	4
9. Staff expressed their appreciation of my service.	1	2	3	4
10. I had the resources and supplies I needed to serve in my role.	1	2	3	4
11. I was able to use my gifts and skills to serve.	1	2	3	4
12. Other staff and volunteers were friendly and welcoming.	1	2	3	4
13. I made new connections from volunteering.	1	2	3	4
14. I made a difference at the organization where I served.	1	2	3	4

What did you enjoy most about serving at our organization?

Please describes any challenges you experienced as a volunteer (or areas were you marked disagree above)?

Thank you!