



Assessment of Organizational Volunteer Engagement

YOU . . .	Score 1 if you . . .	Score 2 if you . . .	Score 3 if you . . .
Organizational Support for Volunteers			
Involve volunteers in all aspects of organizational life.	Have staff and/or a few dedicated volunteers do most of the work.	Have a volunteer presence in all aspects of organizational activities and programming.	Mandate that staff and leadership utilize volunteers in their work.
Allocate resources, including budget, space, and tools, for volunteer engagement.	Assume that volunteers are “free” and do not require resources.	Have a budget for volunteer resources.	Reflect in your annual budget detailed expenses for volunteers, including supplies, space, software, training, recruitment, staff time, and recognition.
Train staff and board leadership to work effectively with volunteers.	Assume staff and key leadership know how to work with volunteers.	Reflect responsibility for volunteer engagement in staff and lay leadership position descriptions.	Provide formal training to staff and lay leadership on how to work with volunteers.

Needs Assessment and Program Planning

Have defined why volunteers are a strategic priority for the organization.	Use volunteers for activities and programs as they are needed.	Have identified volunteers as leaders and helpers in moving the organization forward.	Have a written philosophy statement about volunteer engagement that identifies volunteers as an indispensable channel for ideas on organizational direction and operations, programs, and activities.
Include volunteer engagement in risk management planning.	Do not consider volunteer assignments in your risk assessment.	Evaluate all volunteer assignments for risk.	Have appropriate insurance for volunteer engagement and evaluate/update as necessary.

Effective Recruitment and Cultivation

Have written position descriptions for all volunteer assignments.	Verbally explain to volunteers what they are going to do.	Have a position description for each volunteer assignment.	Conduct an annual (at minimum) review and update of all position descriptions.
Have a process for volunteer cultivation.	Do recruitment exclusively through announcements in the newsletter, website postings, etc.	Figure out who knows prospective volunteers and have them do the recruiting.	Have a written strategic recruitment plan for all volunteer assignments and needs.
Maintain current and accurate records on volunteers.	Do not track volunteer involvement.	Have a record of all volunteers and what they do for the organization.	Integrate volunteer records with membership and donor information.

To score your answers, see page 37

YOU . . .	Score 1 if you . . .	Score 2 if you . . .	Score 3 if you . . .
Interviewing and Placement			
Design volunteer assignments for a wide range of skills, ages, and interests.	Rely on a specific group of volunteers (e.g., stay-at-home mothers, retired, etc.) to get the work done.	Include all age groups and demographics among your volunteers.	Design assignments specifically to reflect a wide range of skills and interests and not limit work to clerical and administrative positions.
Screen and place volunteers in assignments that are right for them and the organization.	Let anyone volunteer for anything.	Match volunteers to the assignment that aligns with their interests.	Recruit volunteers based on their preferences, the skills they willingly share, and the relevant qualifications for the job.
Orientation and Planning			
Have written policies and procedures for volunteer engagement.	Assume that volunteers know what is acceptable for them to do.	Have some policies that relate to volunteer involvement.	Have detailed written policies and procedures and orient all volunteers to these guidelines.
Supervision and Support			
Hold volunteers accountable for what they do.	Cannot fire a volunteer.	Clarify for volunteers the limits and boundaries of their assignments.	Have staff and leadership follow up with volunteers to make sure they accomplish what they set out to do, releasing them as needed.
Actively solicit volunteer input in decisions that affect them.	Have volunteers do whatever they are assigned.	Encourage current volunteers to give feedback.	Have a system in place for collecting and reflecting on volunteer feedback on decisions that affect them.
Strategies for Sustainability (Retention)			
Have volunteer assignments that are meaningful and that impact the ability of the organization to achieve its mission.	Design volunteer assignments around having people do the work of the staff and/or board of directors.	Design volunteer assignments to have an impact on the mission of the organization.	Reflect a diversity of work in volunteer assignments, from direct service to program delivery, and incorporate high-level assignments, such as the provision of professional services.
Ensure that staff and leadership recognize volunteers informally and formally.	Host an annual recognition event for volunteers.	Give frequent recognition to volunteers from the board, staff, and other volunteer leaders.	Acknowledge the successes of volunteer endeavors in personalized ways through sharing celebratory information in collateral materials (e.g., the website, newsletters, announcements, emails, and written materials), through letters, and through customized networking opportunities with organizational leaders and others.



Needs Assessment

1. What are the dreams for your organization that require more people, expertise, money, or tools to accomplish?

2. What are the problems and challenges that your organization is currently experiencing?

3. What is your nonprofit currently doing that you would like to increase, replicate, or expand?

4. What is an area of your division/
department that is always underutilized
or understaffed, or seems constantly
overloaded?

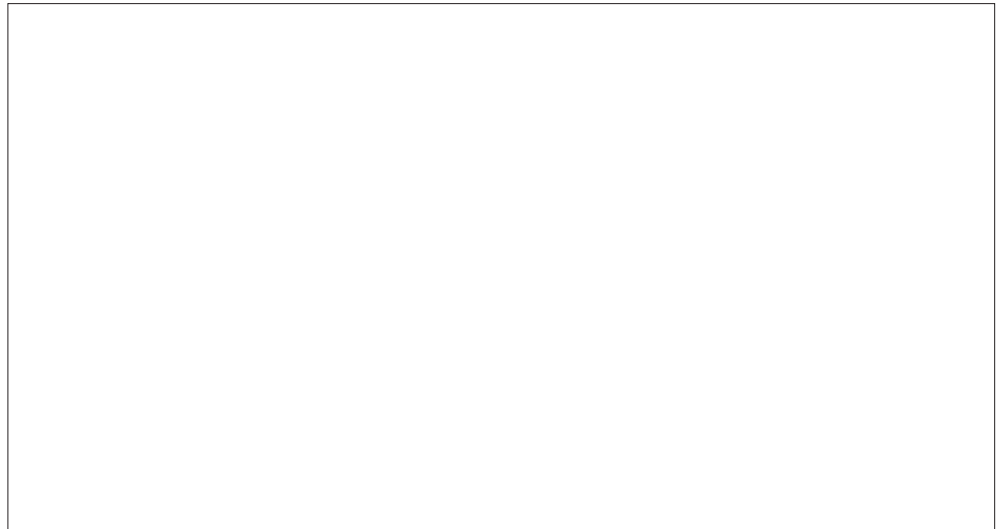
5. What specific skills and resources
would your organization's personnel
need to fulfill your dreams? To meet
its challenges?

6. Who in your circles of influence
embraces volunteers and would be
open to building the organization's
capacity to address these dreams and
challenges?

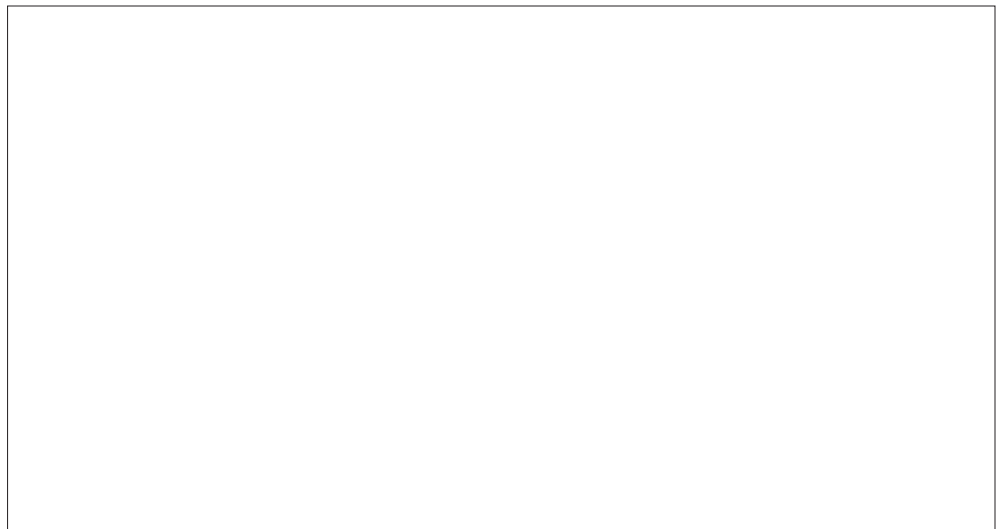
7. Who are your Mavens? Who are the experts on volunteering? On projects your organization wants to begin or complete?



8. Who are your Connectors? Who seems connected to everyone in particular communities you want to tap? (Which communities?)



9. Who are your Salespeople? Who can sell someone the shirt off her back and make her glad to buy it?



10. Are you an answer to any of the previous three questions? (Which ones? Why?)

11. With what could your organization utilize a consultant or specialist to help you—now and in the future—work toward vision and mission fulfillment?

12. What areas of your organization would benefit from program outcome evaluation?

Based on these Needs Assessment data, **1.** what are three entrepreneurial volunteer assignments or volunteer leadership positions that would be an asset to you and your organization?

2.

3.