

*Recruiting &
Retaining EMJ
Volunteers*



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Introduction, Why This Manual?

Emergency Medical Services, (EMS) in rural America have depended on volunteer support for decades. The importance of volunteers to the delivery of pre-hospital medical services cannot be overstated. Rural America relies almost totally on the volunteer system to provide EMS and fire services in a timely and highly skilled manner, and your county is no exception.



The purpose of this handbook is to offer you, a volunteer, an officer, a mentor, a supervisor of volunteers, information and practical assistance in your critical role of finding the right volunteers for your organization and helping these volunteers work more effectively, find satisfaction, and continue working as part of the team. It goes without saying that keeping trained volunteers will save you time and money. Studies have shown that Volunteers who enjoy what they are doing and are committed to the squad will also actively recruit more volunteers for your program, almost without trying. This guide offers information and practical assistance to you. It will help you recruit and retain, and in return, build a bigger and better squad.



A Bit Of History

Since the early 1960's, Emergency Medicine has been continually evolving. At one time, hearses owned by local funeral directors were used as emergency vehicles. In the late 60's, the Federal Government, the NYS Department of Health and area hospitals recognized the need to improve the system of pre-hospital Emergency Medicine. They knew that by improving training and communications, the public would be better medically served.

Eventually, EMS response was divided into three areas:

- **Basic Life Support,**
- **Advanced Life Support and**
- **Critical Care.**

The level of training one received depended on the level of service he or she wants to provide.

Locally, Steuben County now consists of 21 Ambulance Corps. Volunteers provide the vast majority of emergency medical services within Steuben County. As the population ages the need for more volunteers continuous to grow.



What Is A Volunteer?



A volunteer is one who willingly undertakes a service, giving of his or her time and energies to assist other people. Volunteers are an essential, remarkable, and often misunderstood resource in community programs. Volunteers can provide extra hands, caring hearts, knowledge, skills and expanded ideas.

In every community, volunteers are a vital part of getting things done. Many agencies and organizations, such as the Little League, Meals-On-Wheels, American Red Cross, local fire departments and ambulance services would not be able to function without the help of volunteers. We know that we need volunteers, but how do we get them to be a part of our organization (recruitment) and how do we keep them (retention)? These are important questions that need answers.

There are many issues that need to be addressed before taking on the task of recruiting volunteers. These include:

- **An understanding of your organization and its mission**
- **Determining goals and objectives that will accomplish your mission**
- **Developing a plan of action/job descriptions from the goals**
- **Determining who will carry out these goals**
- **Finding out if your organization needs volunteers**
- **Determining how many volunteers are needed**
- **Deciding how to get your volunteers (marketing/recruitment)**
- **Finding out how to keep these volunteers (retention)**

In this handbook, we hope to cover these areas and give useful information that will help EMS providers not only to recruit volunteers successfully, but more importantly keep them on board.



Why Would Volunteers Want To Be Part Of Your Organization?

***The organization's place in the community**

There are many places for volunteers to serve in the community. The demand for volunteers is always greater than the supply available. This is why you need to make your organization look appealing!

***The organization's reputation**

The volunteers you have are your best or worst advertisement. What they say to others in the community is critical to the success and reputation of the program. If your volunteers are not happy and committed to the program, why would anyone else want to join? On the flip side, if your volunteers are happy, they will tell people, which would lead to new recruits!

***They need a self-esteem boost, socialization or a challenging activity**

Some of the reasons most frequently cited by volunteers as reasons for volunteering are:

- *A desire to help others**
- *Wanting to give back to the community**
- *A sense of citizenship**
- *Spiritual reasons**
- *A desire to get the job done**
- *The social aspect of volunteering**

Can you help volunteers meet some of these needs while they are helping your organization? If "yes" then you will have greater success in keeping them on board. Both you and the volunteer win!



Why Should You Have Volunteers?

If an organization consists of volunteers only, it is obvious why they are needed. Without the volunteers, the organization would not exist. In organizations that could function without a volunteer program, volunteers can still contribute significantly to the accomplishment of the organization's goals. (A new perspective of what volunteers can do for your organization is needed.)

***For example: Volunteers could serve in ways that would free up other staff to do their jobs better. Or they could help out with things such as promotion, filing, accounting, mentoring or serving on an advisory board or council. Don't think of volunteers strictly in the medical sense- they can do other things too!**

The Role Of Volunteer Recruitment Coordinator

First and foremost, each squad should have a position called "Volunteer Recruitment Coordinator." This position does not have to be held by an active EMS provider. The job of this person would be:

- *Coordinating and distributing outreach brochures**
- *Timely follow-up to brochures returned**
- *Assigning a "mentor" within the squad to every new volunteer**
- *Providing an orientation if need be**

The role of volunteer recruitment coordinator will vary from one organization to another. Tailor this position to the needs of your squad.





Planning Your Program

The first step in determining an organization's need for volunteers is to develop a plan using two important questions:

1. Why does the organization need volunteers?

AND

2. How many volunteers does the organization need?

The answers to these questions will enable the organization to:

1. Determine the specific job tasks that volunteers will perform.

***If you have a plan for your organization, it will help you to determine how volunteers can help carry out that plan. As you develop a list of needs that volunteers can fill; write them down in a job description format. This will be a very useful tool as you market your program and recruit new volunteers.**

2. Explain to volunteers how and why they are contributing to the mission of the organization.

***If the potential volunteer does not feel that he or she can make a contribution to your organization, they will move on. THEY NEED TO KNOW THAT WHAT THEY ARE DOING HAS VALUE AND IS HELPING SOMEONE!**



Let them know how their contribution will fit in with the overall mission of the group.

***Create a checklist of those things you want to tell the volunteer about your organization. This way you will not forget to tell them about the things that are important regarding your organization.**

3. Explain to any career staff why volunteers are being sought.

***Both paid staff and volunteer staff must work shoulder-to-shoulder and think of each other as a team. A winning team! Utilizing some formal personnel procedures for volunteers can help prevent misunderstandings with both the paid staff and the volunteers. YOU NEED TO:**

- * Define job requirements**
- * Interview and screen applicants**
- * “Hire” (Yes, treat volunteers as you would paid staff.)**
- * Train**
- * Develop individual work plans**
- * Evaluate accomplishments**
- * Counsel**
- * And “Fire” volunteers when necessary**

4. Develop a plan to evaluate whether the use of volunteers has been effective.

This sounds like a lot, but if you make a list it will go quickly!



What Is Marketing?

***In Volunteer Recruitment-** Marketing is the bridge between potential volunteers and the EMS organization. It defines what is needed and what mutual benefits are available.

***In Volunteer Retention-** The value given to volunteers in tangible and intangible rewards is what keeps them coming back and stimulates them to tell others about their good feelings, which feeds back into further recruitment.

***For The Organizational Climate-** Happy volunteers who feel good about their work create a climate that stimulates creativity, enjoyment and achievement. It simply feels good to work and be there.

***In Gaining Organizational Support-** When an EMS manager needs the support of the organization's administration, board members, peer-level department heads, and volunteers, marketing provides the basic leverage that allows the manager to define an exchange relationship (what's in it for them and for the manager) to attain manager's goals.

***In Winning Public Support-** EMS managers need the support of the general public for the organization's programs, events and philosophies. Marketing again holds the key to attaining this support. Public relations (maybe a "non traditional" volunteer position) can play a key role here.

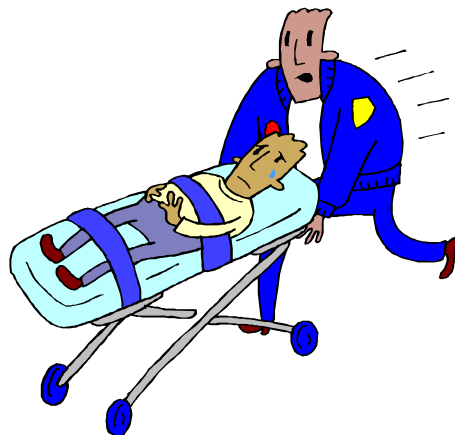
***In Resource Development-** When an EMS manager needs goods, services or dollars, the way in which the organization markets itself is key. In fact, marketing is the way to getting the group's needs met without spending dollars. In other words, its



all about the art of fundraising and convincing people to give to your organization.

***In Obtaining Members, Participants, And Consumers-Marketing is also the key in getting people to accept the organization's services or products. Proper application of marketing convinces others to become involved with the organization when they see there is great value to themselves for that involvement.**

******Too often marketing is the missing tool in the EMS manager's toolbox. This results in problems with recruitment, retention and fundraising. As shrinking resources, increased requirements for volunteer's time and greater demands from the public affect EMS organizations more dramatically each year, EMS managers must master this tool (or find a volunteer to master this tool) in order to achieve the EMS organization's goals.******



Marketing In The Works

So now that you know what marketing is, you are probably looking for some ideas, right? Well here they are...

***DEVELOP A POSITIVE RELATIONSHIP WITH THE COMMUNITY!
This is the first and most important step in community relations. How? Get involved. “We participate in community events, and we provide the service they expect!” How about a slogan for your squad?**

***Encourage community input. Make them feel a part of your squad. A few community members on your board or advisory group could do wonders.**

***NEXT, realize that the media are your friends! Use them. Many radio and TV stations, as well as newspapers donate free advertising space to local non-profit groups. Try and get them to run a little or no cost ad for your squad. Don’t forget to include your contact information.**

-EMS recruitment is news...think about getting the local media to do a “feel good” human-interest story!

-Invite the media to your events. Get in good with them and they will be more willing to promote you. Professional relationships help build bonds.

-Don’t forget to give the media your information. They can only report on what they know.

-Promote often, think of “McDonald’s” or “Ford”, they never stop trying to sell their products, you shouldn’t either!

-Be creative with your squad’s promotions.

***Take advantage of things like “EMS week” promote yourself “loudly” during these times.**

***Develop a webpage and advertise it. Also, send out newsletters about what you are working on and what you need.**



***Have an open house. Invite the public in to see what you do. Show them your equipment and explain your job. Let them know just how important you are to the community. And tell them that you are always looking for new people.**

***If your town has a festival or parade, make sure you participate...show yourself off!**

***Sell (or give out) decals for car windows promoting your organization. For example, what about a bumper sticker, “Have you thanked your local rescue squad lately?”**

***Combine fundraising with recruitment. Have a chicken BBQ to raise money for your squad, and with every BBQ you give out, attach a flyer!**

***Use your current squad members to spread the word. Have them speak at their other social events, or put a notice in their church bulletin.**

***Use business support. Not only should you get businesses to donate financially to your cause, have them help you develop and support fundraising drives. Their stores can also hang up or give out your flyers. It is good marketing for them as well.**

ALL OF THE ABOVE ARE EFFECTIVE WAYS TO MARKET YOURSELF TO THE COMMUNITY. BUT DOING JUST ONE WON'T WORK. YOU NEED TO COME UP WITH A VARIETY OF WAYS TO SPREAD THE WORD. AND YOU NEED TO DO IT OFTEN; WEEKLY, MONTHLY, QUARTERLY. IF YOU DO REALLY WELL FOR A MONTH OR SO, AND THEN FADE OUT, PEOPLE WILL THINK THAT YOU HAVE THE VOLUNTEERS YOU NEED. DON'T LET THAT HAPPEN. STAY ENTHUSIASITC!



Getting The Volunteer You Want

There are 3 steps in screening and placing a volunteer. They are:

- *The Application**
- *The Interview**
- *Fitting An Applicant With A Position Description**

STEP 1- THE APPLICATION

The application form should ask only the basic information that your program needs to utilize a volunteer. Be careful not to get too detailed right off the bat.

Phrase questions so that they don't automatically screen people out, or even appear to, unless that is what your aim is. For example, do you need to know if every applicant has a college education, or do you really only need a general indication of the level of education? A carelessly phrased question can cost you competent volunteers with valuable life experiences who don't apply because they are too embarrassed to admit how little schooling they have.

At the same time, you don't want to miss the person with special training or abilities you need. Similarly, questions about physical handicaps are probably not relevant at all unless it is very clear that the intention is for screening the applicant into an acceptable assignment.

****NOTE** It is very important that you tailor your application to suit all the needs of your organization, not just the rescue effort!**

KEEP YOUR APPLICATIONS SIMPLE, SENSITIVE AND RELEVANT

STEP 2- THE INTERVIEW

When you interview you should first find out what the interviewee knows about your squad. It is important for them to



know your mission right up front. You should discuss the basic job description. This should be simple and straightforward. You should clearly point out:

- *What tasks are to be done**
- *When and how often they should be done**
- *How will the job be supervised**
- *What qualifications are required**
- *What training will be provided**

You do this because:

- *It lets volunteers know what is expected of them**
- *It helps avoid conflict**
- *It helps to determine the time frame**
- *It helps to determine if placement is appropriate**
- *It helps to determine the need for and type of training**

When you interview, use open-ended questions! This means, don't just ask questions with yes or no answers. Ask questions that will enable you to get to know the applicant. In some cases the interview process will be much easier if you have an interview form in front of you that will ask what you need. Having a "cheat sheet" will help you learn about an applicant's skills, goals, knowledge, interests, values, concerns and availability.

When you meet with a potential volunteer, take the time to interview carefully in order to determine whether he or she will be the right person for the job you have in mind. Do more listening than talking.

Be upfront about time, training or other requirements of the volunteer role. Ask the applicant how he or she thinks this role will affect his or her professional and personal life.

Don't forget to ask for at least two references from people who are not friends or relatives of the applicant. Call them! In order to make your job easier, create a standardized form that will allow you to ask the questions you need each time you



check references. This will help you not to miss needed information and make the recruitment process easier for you.

NOTE- While you are seeking clues to the most suitable placement for the volunteer, keep in mind that sometimes volunteers want to try something entirely different from their work or anything they have done before. Also, volunteers often use their volunteer service to gain experience for employment. Other volunteers may wish to share their hard-earned expertise. Don't always assume that you know what a volunteer will want to do, or that he or she is a novice (although he or she may be). You may end up biting off your own hand! You may miss out on a great volunteer by making assumptions.

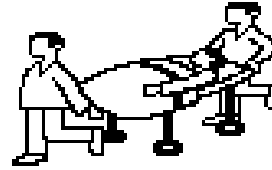
STEP 3- FITTING AN APPLICANT WITH A POSITION DESCRIPTION

Choose volunteers who will benefit your program! Understand that settling for warm bodies will waste the time of you and everyone else, and may directly harm your program. It could also inhibit your ability to attract and keep good volunteers.

So that both you and your potential volunteer understand what is expected of them, fill out a sheet like the one in the appendix and give it to them during their interview.



Volunteer Retention



Satisfaction from meaningful work and relationships, status in an organization, achievement of goals, personal/professional growth and recognition contribute to the development of volunteers in an organization and contribute to the retention of the valued volunteer. Each person who accepts a role in the organization has the right to educational support for personal and professional development. In other words, you and or your crew have the responsibility to train them.

As soon as a volunteer becomes committed to the organization, they should undergo a volunteer orientation. This will help them become familiar with their role and their work environment. In the appendix there is an orientation checklist for supervisors of volunteers. This is a suggested guide. Some parts may change depending on how your organization is run.



How Organizations Improve Volunteer Skills

When Volunteers enter an organization, they go through various stages as they become familiar with the organization and gradually take on more responsibility.

STAGE 1- First the volunteer becomes familiar with the organization and its expectations. Background information, specific tasks, and on-going communication provide direction and support to the volunteer in exploring, committing, and trying on his/her roles and responsibilities. It is in this stage that a volunteer must be “taken by the hand” and get an “overview of the organization” so they know that they do in fact fit in.

STAGE 2- Now is the time for analyzing, improving and generally rapid growth and enthusiasm. Here new volunteers should welcome opportunities to interact with veteran volunteers or staff to help chart needs and refine goals. Mentoring can help a person do an even better job and safely test new ideas and approaches.

What exactly is mentoring? Mentoring is a process where a mentor and a mentee work together to discover and develop the mentee’s abilities. In this situation, the mentor would be a veteran, and the mentee would be the new volunteer. The goal is to empower the mentee by developing and strengthening their already existing abilities. There are no strict rules regarding mentoring. The main goal is making sure that the new volunteer learns the ropes and understands that he or she can go to their mentor whenever they have a need or question. One important thing to keep in mind is that the relationship between the pair should be kept strictly professional. Confidentiality is a must (on both sides) for the partnership to be successful.



STAGE 3- At this stage the volunteer becomes comfortable in carrying out responsibilities as well as knowing what to do, and how to do it. Affirmation of the volunteer's value to the organization, opportunities for advancement, new challenges, and recognition lead to increased sharing and potential leadership roles in this stage.

Typically, new volunteers start with a job of less responsibility and take on more responsibility as they develop.



Organizational Benefits For Volunteers



Each organization should draft a plan for volunteer development. Heads of the organization are responsible for the educational support and development of volunteer leaders. To develop volunteer talents, knowledge and services, heads of the organization should ensure that volunteers receive the following:

- *Freedom to set their own procedures and pace when it is determined they are ready to do so**
- *Regular training as required**
- *Interaction with other professionals**
- *Continued development of self-confidence**
- *Encouragement**
- *Participation in the organization's social events**
- *New challenges**
- *Respect for themselves and for their ideas**
- *The opportunity to serve their community**

Let potential volunteers know what the organizational benefits are. For example: If you have insurance coverage, a volunteer should know that they are provided with workers compensation insurance that would provide payment for medical bills from an injury incurred while training or participating in a rescue.

Other benefits could be free uniforms, equipment or a retirement plan. Whatever your program's benefits are no matter how small, let the potential volunteer know early on. This may make the difference in their decision to volunteer.



Keeping Track Of Your Volunteers

Creating a volunteer file

In order to run an organized program and help your volunteers, it is important to keep a file for each volunteer just as you would for each employee. Include the following in each folder:

- 1. The volunteer's initial application**
- 2. A current job description**
- 3. A record of program related training and certification**
- 4. Past and current plans of work with follow-up schedules, notes and comments**
- 5. Annual Evaluations**
- 6. Records of awards and other formal recognitions**

Some volunteer assignments require different levels of training, especially in the EMS system. Good records will help to make sure that volunteers get the training they need in a timely manner. This is very important when it comes to re-certifications!

Good documentation is extremely important. You can't possibly remember all that has happened when you are supervising a number of volunteers/staff.

When you document things, remember:

- 1. Write down key information, both positive and negative**
- 2. Protect confidential information about your volunteer**
- 3. Maintain up-to-date records of training and awards each volunteer receives.**



Evaluating Volunteers



There are two kinds of evaluations, informal and formal.

***Informal evaluations are ongoing and include day-to-day feedback. Two examples include: Telling a volunteer that he or she did a good job on a rescue mission, or telling them that they need to modify the way they answered an incoming phone call.**

***Formal evaluations do the following:**

- 1. Identify the amount and type of training needed for volunteers**
- 2. Judge the volunteer's potential for new roles on the leadership ladder**
- 3. Acquaint volunteers with their individual program and deficiencies**
- 4. Determine how well the volunteer is reaching program objectives**
- 5. Provide information on the success of the overall program**

***Formal evaluation guidelines are as follows:**

- 1. Evaluations should contain “nothing personal” – you should always evaluate PERFORMANCE not PERSONALITY**
 - 2. Always be specific**
 - 3. Evaluations should relate to agency guidelines and volunteer job descriptions**
 - 4. Evaluations should indicate areas of successful performance as well as discussion of areas that need improvement**
 - 5. Evaluations should provide for feedback from the volunteer**
 - 6. Evaluations should give specific suggestions**
- (An example of a volunteer evaluation is included in the appendix)**

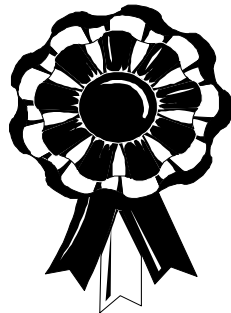


Recognizing Your Volunteers

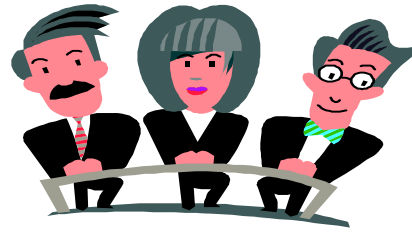
Recognition (sometimes even just a simple “Thank You”) is very important to the retention of volunteers. In many cases, this is the last thing that is thought about, however, it is extremely important. Everyone needs to be recognized. Recognition may not be the reason that a volunteer joins an organization, but nonetheless everyone likes to know that they are doing a good job and that their work is important and appreciated to the organization. All volunteers need to know they are valued!

Some simple ideas for recognition include:

- *Saying “hello” and “good-bye” at the end of the day**
- *Providing regular opportunities for informal discussion, Evaluation and immediate ongoing feedback**
- *Saying, “We missed you” when a volunteer is absent**
- *Providing good physical surroundings**
- *Utilizing volunteers to help or teach new volunteers**
- *Providing volunteers opportunities to grow with the job**
- *Provide opportunities for ongoing in-service education**
- *Formal dinner for volunteers or informally taking them out for coffee or lunch**
- *Thanking them publicly through a newspaper or radio ad (This may also help recruit new bodies)**



Your Role As The Supervisor



The volunteer needs to have someone to whom they are accountable and someone (a mentor) to help them through the process of learning the job. Even after the volunteer has been on the job for a while, the supervisor plays a very important role.

After a new volunteer has been selected, the role of the volunteer coordinator, mentor or supervisor is to:

ENCOURAGE - Let them know that you are glad they are on board and that they are a part of the team.

TEACH SKILLS- Be available to answer questions and make sure someone is able to mentor or help them if you are not available.

SET THE STANDARD- Be the example! You are the one the new volunteer is looking to for direction. If you are not carrying out your responsibility, how do you expect others to carry out theirs?

CHEER SUCCESSES- Let the volunteer know that he or she is going a good job. This is especially important to a new volunteer who is not exactly sure that the work he/she is doing it right.

HELP THE VOLUNTEER ANALYZE FAILURES- This is a teachable moment. This is important so that the same mistakes are not made again. Remember the saying “A stitch in time saves nine.” Help early in the learning process will help to avoid big and maybe even costly mistakes in the future.



Volunteers MUST receive feedback about their work. If they don't get it they may assume one or more of the following:

- **Their job is not important**
- **No one cares how the job is done**
- **His/her work is so bad no one will mention it**
- **Or.....his/her work is ok.**

SO.....START RIGHT!

Take care of problems right from the start:

- **If work performance is not satisfactory, pleasantly tell the volunteer at once**
- **Find at least one thing you can praise the volunteer for**
- **Be specific about the areas that need improvement**
- **Consider reassigning a volunteer if the situation appears disastrous**
- **Don't evade the issue**



Conclusions....Summing It All Up

Remember that this Volunteer Manual is a guide. Things may need to be added or deleted depending on your organization.

As a quick review, here are the basic steps to achieving an effective volunteer support system:

- *Define why you need volunteers**
- *Design valuable volunteer opportunities**
- *Recruit carefully**
- *Screen, interview and place cautiously**
- *Bring them on board with training**
- *Recognize**
- *Recognize**
- *Recognize**
- *Follow up effectively**



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Position Description Outline

Date : _____

Volunteer Role: _____

Position: _____

Purpose: _____

Major Responsibilities: _____

Qualifications: _____

Time Commitment: _____

Special Responsibilities: _____

Supervision: _____

Training Required or Provided: _____

Affirmative Action Statement: _____

Benefits: _____

Length of Commitment: _____

Orientation Checklist For Supervisors Of Volunteers

- 1. The volunteer's relationship within a particular program**
 - Explain the program**
 - Discuss purpose and scope of program**
 - Explain responsibilities of advisory committees/boards**
- 2. The volunteer's position responsibilities**
 - Give volunteer current position description**
 - Discuss individual duties and responsibilities**
 - Provide detailed instruction, if applicable**
 - Show availability of resources and help when needed**
 - Provide learning aids and procedural manuals**
 - Explain procedures for obtaining and caring for organization property**
 - Explain relationships with other agencies**
 - Stress security of confidential information/public trust**
- 3. The relationship of the volunteer's work to that of others**
 - Tell the volunteer who his/her supervisor is and who, if anyone reports to the volunteer**
 - Discuss responsibilities/rights in volunteer relations**
- 4. The physical layout of the available facilities**
 - Show volunteer work area designated for him/her**
 - Show volunteer classrooms, elevators, rest rooms etc.**
 - Discuss eating facilities, coffee machines etc.**
- 5. Other staff**
 - Tell other staff the new volunteer's position**
 - Briefly mention duties of each person introduced**
- 6. Office management and operations**
 - Explain management procedures**
 - Discuss organization practices, procedures, policies**
 - Explain any unusual working conditions, hazards, etc.**
- 7. Training programs available**
 - Explain in-service education and training**
 - Indicate organization policies regarding other staff development opportunities (ex: discounts for classes)**
 - Discuss future goals with volunteer**



Volunteer Application

The information in this application will be handled in a confidential manner. Please print.

1. Name _____ Telephone _____

Full Address _____

2. Occupation _____

3. Age _____

4. Education Level (circle highest level completed)

Grade School High School College

5. Do you have health related problems or physical limitations which may affect your volunteer work? Yes No

If yes, please explain: _____

6. Interests, skills, hobbies _____

7. Why do you want to be a volunteer? _____

8. Do you have any previous volunteering experience in this area?
 Yes No If yes, where? _____

Do you have any other relevant experiences?
 Yes No If yes, explain? _____



9. What kinds of skills would you like to develop with a volunteer role?

10. Do you speak a language other than English?

Yes **No** **If yes, what language?** _____

11. Please check the volunteer roles that interest you:

- Pre-hospital Emergency Medical Services**
- Recruitment Coordinator**
- Service Management & Development (advising/assisting)**
- Organizational policy maker (board member, decision making)**
- Resource development (fund raising, increase visibility)**
- Organizational support (organize events, group leader)**
- Organizational support assistance
(maintenance, accounting and clerical support)**
- Community Awareness & Education**
- Marketing the organization (planning and giving public
presentations, designing exhibits)**
- Teaching and information sharing (consumer calls, volunteer
instructor, writing materials)**
- Middle managers (supervising other volunteers, planning and
evaluation delivery of program)**

12. Times Available (check all that apply)

Daytime **Evenings** **Nights** **Weekends**

13. Do you have your own transportation? _____

14. Do you have a valid NYS driver's license? _____

15. Where did you hear about this organization? _____

16. In an emergency notify: Name _____

Telephone _____ **Address** _____



17. Have you ever been convicted of any criminal offense including any traffic violations? If so, please explain. A criminal conviction will be considered only in relation to the position in which you are interested. Seriousness and nature of the offense, time elapsed and rehabilitation will be taken into account.

18. Please give us the name of two individuals we may contact who can comment on the quality of your work. (Do not include friends or relatives.)

Name _____
Address _____
Phone _____

Name _____
Address _____
Phone _____

I authorize contact of listed references. I understand that misrepresentation or omission of facts requested is cause for non-appointment as a volunteer. If appointed as a volunteer, I agree to abide by the philosophies of this organization and to fulfill the volunteer responsibilities to the best of my ability.

Signature _____ **Date** _____

The information asked for in this application will be used solely to determine where you can fit into our program and what training sessions should be planned. It is understood that no discrimination is implied.



Interview Documentation

(for interviewer use only)

Applicant _____ **Date** _____

Core Questions:

1. Of your various qualifications, which do you consider to be the most important to the volunteer job you are applying for and why? _____

2. What was the best volunteer job you ever had and why?

3. Describe some of your major volunteer job functions and what a typical day was like for you.

4. What were the biggest pressures on your last volunteer job?

5. If a citizen stormed into your office irate over the fact that his service was lousy, what would you do?

6. Is there any condition (hours, location etc.) that would present a problem with reporting to your volunteer work on time regularly?

Checklist for myself:

- ___ Described the job to the applicant
- ___ Discussed hours of work, benefits etc
- ___ Asked if applicant had questions
- ___ Told applicant my time frame for filling position



After The Interview

(For interviewer only)

Applicant's Name _____

1. Does the applicant have technical skills required for position?

2. Is the applicant's experience relevant to the position in terms of major job functions?

3. Has the applicant shown sufficient intelligence during the interview to handle the non-quantifiable aspects of the job?

4. Has the applicant shown sufficient interest in the job?

5. Is the applicant willing and able to meet job requirements such as physical strength and training time?

6. Do I have a good sense of how this applicant might "fit" the organization?

7. Follow-up with second interview?

Areas to discuss at second interview:

Reference Check, Results (Data)

1. _____

2. _____

3. _____

Notes:

Action:

____ **Accepted** ____ **Not Accepted** ____ **Withdrew Voluntarily**

Interviewer's Name: _____



Reference Questionnaire

Reference Name _____

Applicant's Name _____

Circle the number in the scale ranging from high to low which reflects your opinion of this prospective volunteer.

(5 is high, 1 is low)

General state of health	5	4	3	2	1
Ability to manage his/her emotions	5	4	3	2	1
Evidence of good judgment in daily relations	5	4	3	2	1
Reliability in accepting responsibility	5	4	3	2	1
Understanding people	5	4	3	2	1
Personal ethics	5	4	3	2	1
Warmth & openness of applicant's personality	5	4	3	2	1
Gets along well with others	5	4	3	2	1
Dependable	5	4	3	2	1
Able to work alone	5	4	3	2	1
Able to maintain confidentiality	5	4	3	2	1
Sensitivity to needs of others	5	4	3	2	1

1. In what capacity have you known the applicant? For how long?

2. Do you think this applicant would make a good volunteer?

Why/why not?

3. Would you consider placing the responsibility of a family member of your with the applicant?

4. Additional comments please.

Signature _____ **Date** _____



Rural Health Community Systems

Volunteer Development Record

Purpose: This record provides a means by which you can keep track of volunteer training and certifications (if necessary).

Volunteer Name _____

Date from: _____ **Date to:** _____

Record of professional Development

1. Initial training **Title/Subject Matter** **Location/Instructor**
Date(s) & Times

2. Workshops **Title/Subject Matter** **Location/Instructor**
Date(s) & Times

3. Seminars **Title/Subject Matter** **Location/Instructor**
Date(s) & Times

4 Meetings **Title/Subject Matter** **Location/Instructor**
Date(s) & Times

5. Certifications **Title/Subject Matter** **Location/Instructor**
Date(s) & Times



Contract

Volunteer- For the next twelve months, I agree to:

- 1. Fulfill the responsibilities of _____ as described in the attached position description.**
- 2. Adhere to the policies of this agency as outlined by my supervisor.**
- 3. Fill out a weekly report form and send it by Friday of each week to my supervisor.**
- 4. Work as a volunteer at _____ from _____ to _____ on the following days: _____.**
- 5. Follow instructions of site manager for meal preparation.**
- 6. Attend monthly in-service meetings unless excused by my supervisor.**
- 7. Not perform any specifically forbidden activities on the job (such as smoking, parking in restricted areas, making unauthorized long distance calls, breaching confidentiality, etc.)**

Signature of Volunteer _____ **Date** _____

Agency-As supervisor of volunteers, I agree to:

- 1. Be available for supervision or consultation on the following days:**

- 2. Personally introduce volunteers to other employees/volunteers.**
- 3. Provide _____ hours of in-service training throughout the year.**
- 4. Offer evaluation on performance of duties to each volunteer at least once each year.**
- 5. Provide necessary forms for reports and training and how these are to be completed.**
- 6. Provide feedback on the total volunteer program to volunteers at least twice each year.**
- 7. Regularly provide current information on programs regulations affecting clients' services.**
- 8. Provide the necessary volunteer training.**

Signature of Supervisor _____ **Date** _____



Volunteer Position Evaluation Form

Volunteer _____
Date Started Serving _____ **Current Date** _____
Evaluation Number _____ **Evaluator** _____

Goals	Not Met	Satisfactory			Superior
_____	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

Relationships	Needs Improvement	Satisfactory			Excellent
With Other Staff	1	2	3	4	5
With Other Volunteers	1	2	3	4	5
With Clients	1	2	3	4	5
Successful Tasks Completed	1	2	3	4	5
On Time / Efficient	1	2	3	4	5

Additional Comments: _____

Next Evaluation Due: _____



Exit Interview Questionnaire

We are always striving to improve the performance of our volunteer management system. As one of our volunteers, we would appreciate your help in identifying areas in which we might do better. Please be as complete and honest as you can in answering the following questions. All information collected will be kept strictly confidential, but it will be utilized to ensure that others who volunteer will receive the best possible treatment.

1. How long did you volunteer with us?

2. Types of volunteer positions held:

1. _____

2. _____

3. _____

4. _____

3. Why are you leaving? (Check all that apply)

Job accomplished

Didn't like the job I was given

Moving to a new location

Need a change

Did not feel well utilized

Other time commitments

Health problems

Problems with staff or other volunteers

Other: _____

4. What did you like best about volunteering with us?

5. What things caused you the most frustration?

6. What suggestions would you make for changes or improvements in our volunteer effort?



Some Information Taken From:

Marilyn M. Holtham, Extension's Blueprint For Volunteer Excellence (Cornell University: Cornell Cooperative Extension, 1992) pp. 34-36

Marilyn M. Holtham, Volunteer Personnel Management Handbook (Cornell University: Cornell Cooperative Extension, 1992) pg. 15

Stephen H. McCurley, Volunteer Management Series, (Volunteer Management Systems, Washington, DC, 1988) pg. 28

