Recruit and Reward Volunteers

Participant Workbook
The mission of the Gill Foundation is to secure equal opportunity for all people, regardless of sexual orientation or gender identity.

The mission is accomplished by:

➤ Providing grants to nonprofit organizations

➤ Strengthening the leadership and managerial skills of nonprofit leaders

➤ Increasing financial resources to nonprofit organizations

➤ Strengthening democratic institutions

➤ Building awareness of the contributions people of diverse sexual orientations and gender identities make to American society
Module: Recruit and Reward Volunteers

Time: 3 hours

Description: This workshop provides participants with the tools necessary to develop and implement an effective volunteer management program for their organizations.

Learning Objectives: At the conclusion of this training session, participants will be able to:

1.1 Identify the benefits and challenges of volunteer involvement
1.2 Identify the basic building blocks of a successful volunteer program

2.1 Understand the importance of planning and preparing the organization for volunteer involvement
2.2 Identify the organization’s volunteer needs
2.3 Identify the nine elements of volunteer job descriptions
2.4 Articulate what the organization has to offer volunteers

3.1 Identify critical components of volunteer recruitment
3.2 Identify the two types of recruitment strategies
3.3 Develop a “mock” community presentation to recruit potential volunteers

4.1 Understand the importance of effective interviewing and screening of volunteers
4.2 Understand the steps required to conduct “role-play” scenarios as a tool to improve volunteer interviewing

5.1 Identify strategies for retaining volunteers
5.2 Understand effective recognition principles

6.1 Understand the significance of effectively evaluating volunteers
Benefits and Challenges of Volunteer Involvement

Success in volunteer management depends on understanding both the benefits and challenges of volunteer involvement.

List some benefits and challenges:

<table>
<thead>
<tr>
<th>Benefits of Volunteer Involvement</th>
<th>Challenges of Volunteer Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Building Blocks of a Successful Volunteer Program

Some Elements of an Effective Volunteer Program

- Planning and Preparing for Volunteer Involvement
- Volunteer Work Design/Job Descriptions
- Recruitment Strategies
- Interviewing and Screening
- Retention and Recognition
- Evaluation
Planning and Preparing the Organization for Volunteer Involvement

Finding volunteers to meet your organization’s needs requires careful planning BEFORE an appeal is made. Prior to recruiting you must:

- Identify need for volunteers (including numbers and a backup plan for no-shows)
- Develop job descriptions
- Know what you have to offer – the benefits of volunteering
- Plan a recruitment approach based on volunteer needs and job descriptions
- Implement your plan

Identify Volunteer Needs

Clarify the work that needs to be done by volunteers to achieve the goals of the organization, then segment that work into job descriptions.

**Exercise:** Identify one of your programs or events that needs volunteer support. Answer the following:

a. What is the title of the program/event?

b. What are the primary program/event goals?

c. How many volunteers are needed? How many should you recruit based on a 10% “no-show” rule? (Organizations should base their recruitment strategies on the fact that at least 10% of volunteers will be “no-shows.”)

d. What role will the volunteer provide for this program/event? How will the organization benefit?

e. Identify one skill required for this position.

f. Identify one benefit the volunteer would gain as a result of volunteering.
Planning and Preparing the Organization for Volunteer Involvement

Points to Ponder:

➤ Your ability to recruit the volunteers you want is directly connected to what you are asking people to do. Job design is critical!

➤ The work must be meaningful and significant, both to the agency and to the clientele.

➤ The volunteer job must have a “goal” or a “purpose” that the volunteer can work to accomplish and feel good about having achieved.

➤ The volunteer ought to feel some ownership and responsibility for the job.
Planning and Preparing the Organization for Volunteer Involvement

A Volunteer Job Description:

- Outlines the work to be done by the volunteer.
- Forms the basis for recruitment efforts because it defines the assignment, skills, abilities, and interests necessary to perform the task successfully.
- Should contain the following components:

1. **Program Title** – A specific descriptive title that gives the volunteer a sense of identity and helps the salaried staff and other volunteers understand the assigned role.

2. **Work Location** – The location where the individual will be working.

3. **Volunteer Impact** – The purpose of the overall project and/or program and how the volunteer’s work will impact the program outcomes, clients, or mission. Identify expected impact for both direct service and administrative assignments so the volunteer is aware of the importance of the assigned work.

4. **Responsibilities and Duties** – List of responsibilities and duties that are specific and clearly defines what the volunteer is expected to do on the assignment.

5. **Qualifications** – List qualifications required for the position. Include education, personal characteristics, skills, abilities, target audience, and experience required.

6. **Commitment Required** – Commitment asked of the volunteer in terms of the minimum length of service, days per week, hours per week, and other special assignments.

7. **Orientation/Training** – Indicate the nature and length of all general and position-specific training required for the assignment.

8. **Volunteer Supervisor and Contact Information** – Who the volunteer will report to and the reporting structure.

9. **Benefits** – What the volunteer will get in exchange for service (tangibles and intangibles).

Source: http://www.txserve.org
## Sample of Effective Job Description

<table>
<thead>
<tr>
<th>Organization</th>
<th>Cat Lovers Around the World (CLAW). Our mission is to improve the lives of cats around the world.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Title</td>
<td>Counseling Services: 24-Hour Hot-Line Counselor to handle cat crises and catatonic callers</td>
</tr>
</tbody>
</table>
| Work Location                             | CLAW Cat Ranch  
1000 Whiskers Road  
Calico City, Colorado                     |
| Volunteer Impact                          | Volunteers will enhance and support positive relations between cats and their owners by providing grief counseling, support, and advice for callers with catastrophic situations such as clawing, cat box mishaps, and other bad "kitty" behaviors. |
| Responsibilities & Duties                | 1. Receive calls  
2. Provide recommendations and referrals  
3. Track calls                                        |
| Qualifications & Target Audience          | Volunteers must be:  
1. A person who loves cats regardless of the cat's gender identity or sexual orientation.  
2. Able to handle stressful and crisis situations.  
3. Able to talk down homicidal cat owners.  
4. Knowledgeable about innate cat behavior  
5. 18 and older  
6. A cat-owner for five years or longer |
| Commitment Required                      | Once a week for four hours  
Minimum of one year                              |
| Training                                  | Attend two six-hour classes. These classes are offered on the second and fourth Saturday of the month. The training will include: a) cat behavior, b) grief counseling and crisis management training, and c) referrals. |
| Volunteer Supervisor                     | Volunteers will report to Ms. Kitty Lover.  
Contact her at 1-800-555-CLAW.               |
| Benefits                                  | Knowledge that you are making the world a better place for disenfranchised cats.  
Two free cat-sitting calls per year.  
Two tickets to the cat rodeo.                |

CLAW CAT RANCH  
1000 Whiskers Road, Calico City, Colorado 1-800-555-CLAW
### Sample of Non-Effective Job Description

<table>
<thead>
<tr>
<th>Organization</th>
<th>Cat Lovers Around the World (CLAW). Our mission is to improve the lives of cats around the world.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Title</td>
<td>Counseling Services: Counselor</td>
</tr>
</tbody>
</table>
| Responsibilities | 1. Provide recommendations and referrals  
2. Track calls |
| Qualifications | 1. Like cats  
2. 18 and older |
| Commitment | Once a week for four hours |
| Training | Attend two six-hour classes. These occur on the second and fourth Saturday of the month. |
| Supervisor | Volunteers will report to Ms. Kitty Lover. Contact her at 1-800-555-CLAW. |

---

1000 Whiskers Road, Calico City, Colorado 1-800-555-CLAW
**Exercise:**

Develop a job description for a program or event for the following organization:

<table>
<thead>
<tr>
<th>Name of Organization:</th>
<th>Here Today, Gone Tomorrow Non-Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission:</td>
<td>An advocacy and educational group formed for the protection of icebergs.</td>
</tr>
<tr>
<td>Program Expansion:</td>
<td>Developing a speaker’s bureau that educates the public about the plight of penguins and their possible extinction.</td>
</tr>
<tr>
<td>Location:</td>
<td>Headquarters is located in Tucson, Arizona</td>
</tr>
</tbody>
</table>

| Program Title:        | |
| Work Location:        | |
| Volunteer Impact:     | |
| Responsibilities & Duties: | |
| Qualifications & Target Audience: | |
| Commitment Required:  | |
| Training:             | |
| Volunteer Supervisor & Contact: | |
| Benefits:             | |
Planning and Preparing the Organization for Volunteer Involvement

Know What You Have to Offer – The Benefits of Volunteering

➤ To attract and hold volunteers, determine what you have of value to offer the volunteer for time contributed.

➤ Know the benefits of volunteering or why people volunteer and what they gain through volunteer service.

List some benefits of volunteering or why people volunteer.

1. 

2. 

3. 

4. 

5. 

Know What You Have to Offer – The Benefits of Volunteering

<table>
<thead>
<tr>
<th>Reasons People Volunteer</th>
</tr>
</thead>
<tbody>
<tr>
<td>They are asked</td>
</tr>
<tr>
<td>Client served or type of work being performed holds significance</td>
</tr>
<tr>
<td>Meeting new people</td>
</tr>
<tr>
<td>Improving the quality of life of members in the community</td>
</tr>
<tr>
<td>Doing something useful or enjoyable</td>
</tr>
<tr>
<td>Community service</td>
</tr>
<tr>
<td>Exploring new career options and networks</td>
</tr>
<tr>
<td>Receiving professional training or experience</td>
</tr>
<tr>
<td>Maintaining skills during an interruption in paid employment</td>
</tr>
<tr>
<td>Fulfilling their service to their club, school, or church</td>
</tr>
<tr>
<td>To belong</td>
</tr>
<tr>
<td>Repaying what they have received</td>
</tr>
<tr>
<td>Contributing to a cause that is important to them</td>
</tr>
<tr>
<td>Exploring their strengths</td>
</tr>
</tbody>
</table>
Volunteer Recruitment –
Who You Will Ask and How

Points to Ponder:

» Volunteer recruitment is a marketing effort. You want to promote the program in a way that will:

1. 
2. 
3. 

» To be most effective, your recruiting effort needs to be thoroughly researched and put on paper.

» When recruiting, know how many volunteers you need and have a backup plan for “no-shows.”

» For each assignment, ask the following questions:

1. 
2. 
3. 
4. 
5. 

» Specific messages are needed for specific audiences. There isn’t one blanket recruitment message that will successfully entice all potential volunteers.

The two types of recruitment strategies are:

1. **Targeted Recruitment**

2. **Broad-Based Recruitment**
Recruitment of Volunteers – Where to Look

- Advocacy groups
- AmeriCorps programs
- Business and professional organizations
- Chamber of Commerce
- Community Service/Restitution programs
- Conferences/Special events
- Corporations and small businesses
- Donors
- Members
- Employee assistance programs
- Families
- Constituents
- Job Seekers
- New residents of the community
- Parent groups

Public agencies and retired personnel
- Realtors’ “Welcome Wagon” packages often include volunteer information
- Schools, colleges, service-learning programs
- Scout troops or other youth groups
- Senior citizen groups
- Service organizations – Kiwanis, Rotary, Junior Leagues
- Sororities and fraternities
- Students seeking internships
- Union and trade associations
- United Way
- VISTA volunteers
- Volunteer centers

The following organizations provide volunteer resources and information:

- Volunteers of America – http://www.volunteersofamerica.org
- Volunteer Management Service Leadership Online Resources – http://www.serviceleader.org
- Retired and Senior Volunteer Program – http://www.cns.gov
- Volunteer Management Library – http://www.energizeinc.com
- AmeriCorps – http://www.americorps.org
- Charity Village – http://www.charityvillage.com
- Txserve – http://www.txserve.org

List other examples of volunteer resources:

1. 
2. 
3. 
4. 
5.
Exercise: Present a Pitch

One of the best methods for broad-based recruitment is to arrange presentations to local clubs and other groups. Such presentations can serve both to inform the public about your organization’s mission and to recruit new volunteers.

Based on the job description you created, make a two-minute “pitch” to recruit volunteers. Answer the following:

1. Identify your volunteer needs. What do you want them to do?

2. List the skills and qualities required for the position.

3. Who is your target audience?

4. List two benefits you can provide in exchange for volunteer service.

5. Practice making a two-minute “pitch” based on this information.

Notes:
Interviewing and Screening

After recruiting potential volunteers, you must evaluate their qualifications through an effective screening and interviewing process.

**Points to Ponder:**

- Develop volunteer job applications. (See sample on the next page.)
- Develop a process that provides immediate feedback to the volunteer. This can include developing the three form letters listed below. Providing immediate feedback demonstrates respect for the volunteer and can also be viewed as a potential donor cultivation strategy since volunteers often become donors.

---

**Three Volunteer Feedback Letters**

**“We’ll Get Back to You”** – Send this letter no less than a week after the volunteer has applied to your organization.

**“Rejection Letter”** – Send this letter approximately two to three days after the volunteer submits an application or after the interview.

**“Congratulations or Acceptance Letter”** – Send this letter two days after the volunteer has been accepted by the organization.

---

- Depending on the nature of the job description, determine whether you should conduct reference checks, criminal background checks, drug-screening, or other background checks.

---

- Be careful about the types of questions you ask. We suggest you follow the same guidelines you use when interviewing potential employees. For example, do not ask questions about age, gender, race, etc. prior to the volunteer’s acceptance or rejection from the organization.

---

- During the interview and screening process, measurable termination conditions should be explained and agreed upon.
Sample Volunteer Application

Volunteer Application

Name: ______________________________
Address: ____________________________
Home Phone: ________________________ Work: ________________________
E-Mail: ______________________________
Emergency Contact Information:
Volunteer Position: __________________________
Hours/Days Available: __________________________
Education Completed:
Place of Employment (if applicable) and Position __________________________

1. Why do you want to volunteer for this organization?

2. What special skills and qualifications do you have that will assist you in this position?

3. What was your most positive volunteer experience? Why?

4. What was your most negative volunteer experience? Why?

5. How long will you commit to providing volunteer services for our organization? (One year, six months, etc.)

6. What are your hobbies and interests?

7. Provide three references with pertinent information.
   a. __________________________
   b. __________________________
   c. __________________________

8. What else would you like us to know?

1000 Whiskers Road, Calico City, Colorado 1-800-555-CLAW
Interviewing and Screening

Volunteer interviews commonly proceed in two distinct parts: exploration and evaluation.

- Exploration determines:
  - Interests and abilities
  - Suitability for particular jobs
  - Assessing the volunteer’s “rightness” for the organization, its style of operation, and its mission

- This phase should consist of general questions designed to allow the volunteer to do most of the talking.

- Ask these exploratory questions even if the volunteer has come in to apply for a specific job, since they might identify an even more suitable placement of which they were unaware.

- The exploration phase is designed to give the interviewer enough perspective on the interests of the volunteer to identify several potential jobs that might be matched against the qualifications of the applicant.

Source: Steve McCurly – NCASAA (National Court Appointed Special Advocates Association)
http://www.casanet.org
Evaluation of Skills, Qualifications, and Attitudes

➤ Interviewers must examine each job and attempt to determine the qualifications needed for success.

➤ These may include “hard” skills (speaking ability, knowledge of fundraising, etc.) and attitudinal requirements (flexibility, maturity, lack of bias, etc.)

➤ Utilizing a technique called “Role-Play Scenarios” can prove to be an extremely valuable tool for the evaluation phase.

Source: Steve McCurly - NCASAA (National Court Appointed Special Advocates Association)
http://www.casanet.org

Notes:
Role-Play Scenarios

Role-Play Scenarios are comprised of a three-part process:

1. Develop a scenario that relates to the volunteer job. Think about past experiences encountered or ask current volunteers about types of difficult situations they have encountered.

   **Example for Volunteer Mentors**
   "You are working as a mentor with a 16-year-old girl. You have been together for a year and developed a trusting, working relationship. You are meeting with her one day and she says, "You’re the only person I can look to for help. I'm pregnant and I want you to help me get an abortion." What do you say to her? How do you handle this situation?"

   **Points:**
   This involves the ability to deal with complex issues, some relating to judgment, some to religious beliefs, some to ethics, and involves the ability of the volunteer to confront a touchy subject area. It is by no means a simple "yes" or "no" question.

   The scenario question is not introduced as a role-play but was originally asked as a complex question. THIS IS INTENTIONAL!

2. As the volunteer starts to respond, the interviewer, **WITHOUT WARNING**, turns it into a role-play, by saying, "Let’s pretend we are actually dealing with this.” The interviewer stays in character and thereby keeps the interviewee in character.

3. Take the role-play several steps further by constructing a scenario that has several levels, using “What If” alternatives:

   **Examples: What If...**
   1. She revealed the father was a member of her foster family she was placed with?
   2. The girl was 12 years old instead of 16?
   3. The client asked you not to tell anyone?

   **Optional:** The interviewer can also add a fourth component by asking; “What was the most important objective in this situation?” “What alternatives do you think you would have?”

Source: Steve McCurly – NCASAA (National Court Appointed Special Advocates Association)
http://www.casenet.org
Benefits of Role-Play Scenarios

- More revealing than standard exploration questions.
- Allow you to determine how the volunteer thinks, and identify what the volunteer’s assumptions and general reactions are.
- Reveals how well the volunteer handles a situation, rather than just talking about it.
- Easy to construct.
- Make excellent training tools.

Source: Steve McCurly – NCASAA (National Court Appointed Special Advocates Association) [http://www.casanet.org](http://www.casanet.org)

Exercise: Practice a Role-Play Scenario

Pick one scenario and practice with your partner.

a. You are a volunteer fundraiser coordinating a special event (walk-a-thon) for a gay and lesbian community center. Three days before the event, you realize that the name of one of the major corporate sponsors for the event was omitted on the T-shirts. What would you do?

b. You are a “buddy” to a person living with HIV/AIDS. During your visit, the client tells you that their disability checks have been terminated and they now have no money for basic necessities. The client says, “I can’t cope with this anymore.” What would you do?

c. You are a volunteer providing administrative support for a domestic violence shelter. You report directly to the volunteer coordinator. Your job typically includes handling the phones, mail, expense reports, filing, and other administrative tasks. For the past month, other staff members have been assigning you tasks you feel they “just don’t want to do.” In an effort to accommodate them, you are now behind in your original designated duties. You are beginning to feel resentful and not valued. What do you do?

What issues came up for you in attempting to decipher the complexities of the scenarios? What did you learn? What will you take back to your organizations as a result of this exercise?
Retention of Volunteers – “Keep ‘Em Coming Back”

There are many ways to foster volunteer retention. See how many you can list, specific to your organization.

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10.
Retention of Volunteers – “Keep ‘Em Coming Back”

Examples May Include:

- Helping volunteers acquire new skills and relating these skills to the marketplace
- Providing opportunities for advancement in ‘career’ ladders
- Showing your appreciation often, in many ways, and in ways that are individual-specific
- Periodic orientations that link volunteer assignments to the broader mission of the organization
- Making the work meaningful and never wasting their time
- Making good matches from the start
- Letting them grow with the program(s)
- Giving them opportunities that they wouldn’t get outside of the volunteer position
- Treating volunteers as staff – by inviting them to attend staff meetings instead of handling the phones
- Giving them a voice within the organization
- Accepting their recommendations and advice

Source: [http://www.txserve.org](http://www.txserve.org) Texas Service State Agencies

Retention is a continual process, not a one-time task.
Recognition Principles

There are many ways to foster volunteer recognition. See how many you can list specific to your organization.

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. 
Recognition Principles

Examples May Include:

➢ Deliver recognition and rewards in an open and publicized way. If not made public, recognition loses much of its impact. However, do not think that public recognition will substitute for private, everyday, personal thank-yous and respect.

➢ Timing is critical. Recognize contributions made throughout a project. Recognize the volunteer as the contribution occurs. Time delays weaken the impact.

➢ Tailor your recognition to the unique needs of the people involved. Have several recognition and reward options.

➢ Strive for a clear understanding of the connection between accomplishments and rewards. Be sure people understand why they receive awards and the criteria used.

➢ Recognize recognition. Recognize people who acknowledge others for doing what is best for the agency. It is everyone’s job to recognize and support excellence.

Source: NCASAA (National Court Appointed Special Advocates Association - Program Relations Team) http://www.casanet.org
Volunteer Evaluation

The two basic goals of a volunteer evaluation are to:

1. Help the volunteer work closer to his/her potential.
2. Help the organization more effectively involve volunteers.

Points to Ponder:

- Evaluation of volunteers should be a predetermined process. It must be spelled out to the volunteer frankly. For example, the volunteer should know whether there will be an evaluation after three months, six months, or annually.

- Measurable termination conditions should be determined and discussed with the volunteer prior to signing on with the organization. For example, the termination may occur after a specific job has been completed or if the volunteer fails to meet agreed upon roles and responsibilities.

- Volunteer evaluations can help shape the overall performance of the volunteer, but it cannot and should not replace the day-to-day on-site coaching and supervision that must occur.
Volunteer Evaluation – “Setting Up the System”

The evaluation system you create should contain the following elements:

- A policy on performance appraisal and review
- An initial trial period for all volunteers, before they are officially accepted and enrolled by the agency
- A system for developing and maintaining current and accurate job descriptions for each volunteer
- A periodic scheduled evaluation meeting between the volunteer and their supervisor to discuss job performance and satisfaction
- A method for reviewing commitments to changes made during the evaluation meeting

This system should be explained to each volunteer during his or her orientation.

It all starts with the job description.
Conducting the Evaluation

➢ The evaluation session should be a two-way meeting. It is your chance to talk about the volunteer’s performance and give praise and/or suggestions for improvement.

➢ It should also be the volunteer’s opportunity to talk about how participation can be enhanced, which might include the volunteer moving to another position.

➢ Use the easy RAP method: 
  - Review the past
  - Analyze the present
  - Plan the future

Some suggestions for conducting evaluations

1. Don’t get overwhelmed by forms. Forms are helpful, but they are not the major concern during the discussion.

2. Start with the job description. Begin by finding out if it in fact describes what the volunteer has been doing. Take notes so you can make it closer to reality. The major ‘problem’ with highly motivated volunteers is that they produce rapid ‘scope creep’ in their assignments. You don’t want to discourage this, but you do want to know about it.

3. Stick to the basics: job proficiency, working relationships, and comparison with last review.

4. Listen as least as much as you talk. When you schedule the session with the volunteer, tell them this is an opportunity to evaluate the volunteer program and that you want ideas on how to make things better both for him/her and for other volunteers.

5. The evaluation may show what you need to do as much as it reveals what the volunteer needs to do.

Setting up an effective volunteer program takes planning, patience, and skill. If done properly, you will find that volunteers will enhance your program, help you achieve your mission and goals, and are a valuable asset to your organization.
Volunteer Evaluation

Name of Volunteer: __________________________________________
Volunteer Assignment: ________________________________________
Date of Review: ______________________________________________
Evaluator: ____________________________________________________

Please rate this individual on the basis of the following:

1. Initiative: (readiness to take responsibility, degree of enthusiasm, energy, etc.)

   Excellent  Good  Fair  Poor  NA
   1  2  3  4  5

2. Reliability: (good attendance, can be counted on to assume responsibility and fulfill goals)

   Excellent  Good  Fair  Poor  NA
   1  2  3  4  5

3. Human Relations: (works well with staff, other volunteers, and clients)

   Excellent  Good  Fair  Poor  NA
   1  2  3  4  5

4. Program Skills: (understands tasks and how to carry them out)

   Excellent  Good  Fair  Poor  NA
   1  2  3  4  5

5. Judgment: (uses sound judgment in volunteer role. Accepts organization’s mission and philosophy and promotes it.)

   Excellent  Good  Fair  Poor  NA
   1  2  3  4  5

Specific Tasks Evaluation:
Describe the nature of the volunteer assignment and how well it was carried out.

Nature of Assignment:

How Well It Was Carried Out:

Plans for the Future:
Volunteer Evaluation of Experience

Experience Evaluation

Name of Volunteer: ____________________________
Volunteer Assignment: ____________________________
Date of Review: ____________________________

1. What program/event did you volunteer for and what was your job?

2. Who was your supervisor?

3. Were the expectations of your volunteer experience explained to you?

4. Was this volunteer experience what you expected? Why or why not?

5. Did the training and orientation prepare you for your job? Why or why not?

6. Would you change anything about the volunteer program? If so, what and how?

7. Rate your experience with 1 = excellent and 5 = poor. Why did you choose this rating?

8. Will you volunteer for our organization again? Why or why not?

Other Comments: ____________________________
References

(National Court Appointed Special Advocates Association)

NCASAA (National Court Appointed Special Advocates Association - Program Relations Team) http://www.casanet.org

Texas Service State Agencies:  http://www.txserve.org