

Volunteer Recruitment & Community



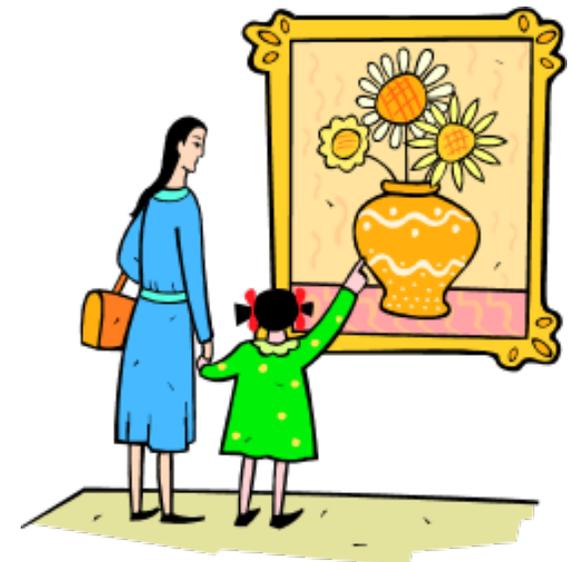
RSVP 201

Volunteer Stations--Chapter 6



- Hospitals /Medical Centers
- Rehab Centers
- Home Health
- Food Banks
- Before/After School
- Shelters
- Public Housing

- Educational Pre-Schools
- Post-Secondary Institutions
- Museums
- Police/Law Enforce Programs
- Multi-Purpose Centers



Other Stations

- Thrift/Co-op Craft Programs
- Parks/Recreation Centers
- Environmental Programs
- Corrections Facilities
- Nursing Homes/Hospices
- Congregate Nutrition Centers



- Adult Day Care Centers
- Head Start Centers
- Elementary Schools
- Libraries
- Native American Schools
- Chambers of Commerce
- Animal Care Programs
- Courts



Volunteer Station Considerations

- Public agencies
- Secular or faith-based private non-profit—Can be the RSVP Project itself
- For profit health care organization that accepts the responsibility for assignment and supervision of RSVP volunteers
- Must be licensed or certified when required by state or local government
- Informal groups do not qualify
- Private homes may not be volunteer stations
- Sites must be in service area as defined by grant application

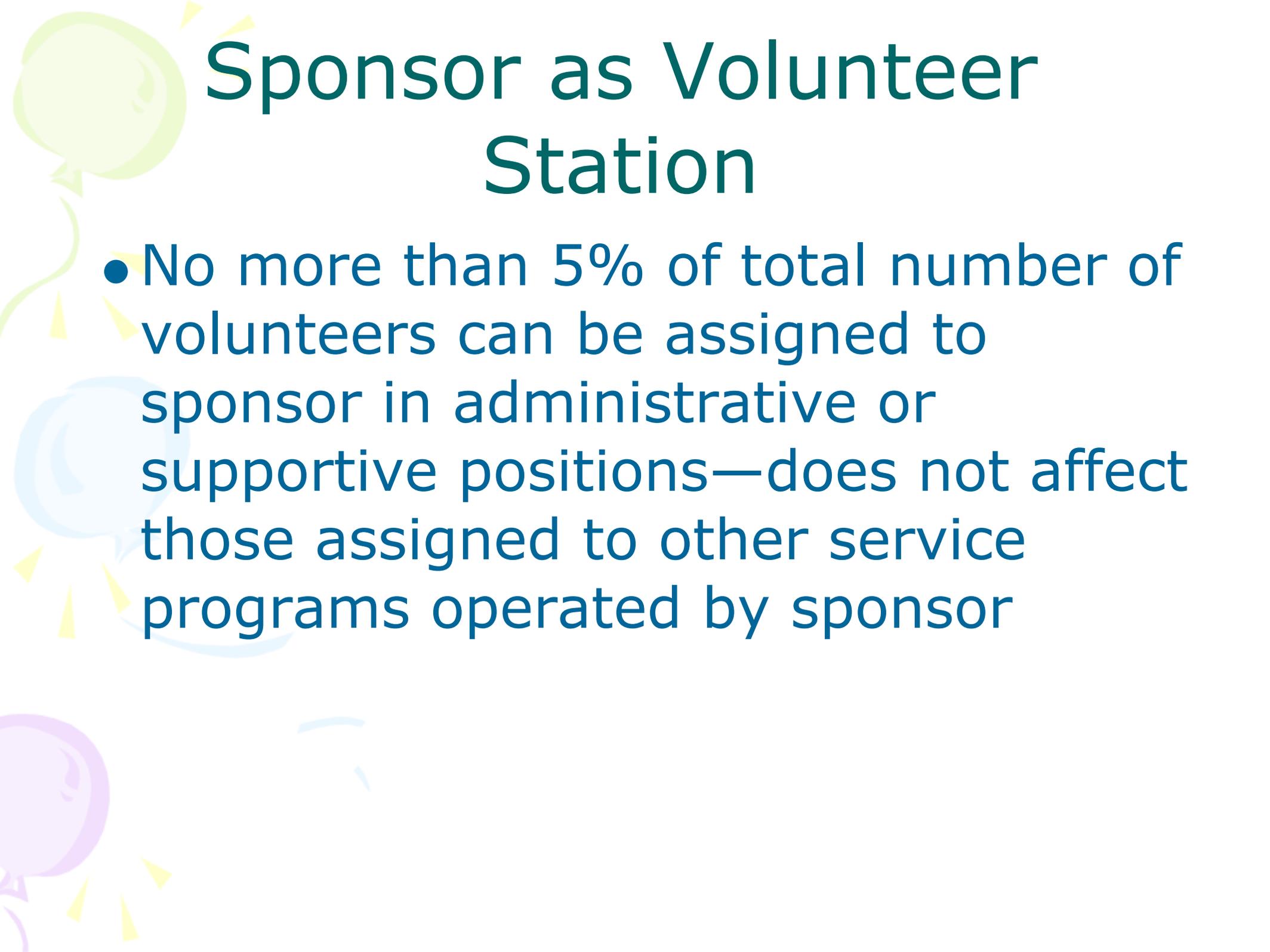
Licensed Proprietary Health Care Organizations May Qualify

- Limit volunteer assignments to direct/traditional assistance to patients—visiting, teaching, counseling, entertaining
- Must not displace paid employees
- Avoid assignments that would “accrue to the profitability” of the for profit entity
- Memo of Understanding must include detailed provisions to ensure compliance with “Nondisplacement of Employed Workers and Nonimpairment of Contracts for Service”

The Sponsor as A Volunteer Station

- CNCS must agree that activities are in accord with program objectives
- May be used to strengthen overall program
- It may help you prove the worth of your program to your sponsor
- Cannot include RSVP volunteer time in grant budget as part of local support (can with non RSVP volunteers)





Sponsor as Volunteer Station

- No more than 5% of total number of volunteers can be assigned to sponsor in administrative or supportive positions—does not affect those assigned to other service programs operated by sponsor

Volunteer Station Cash or In-Kind Support of Volunteers

- Station may contribute to financial support of RSVP Project—can't be a precondition to obtain RSVP volunteers
- Agreement must be stated in Memo of Understanding with station
- Sponsor must withdraw services if station cannot provide support they have promised if this diminishes/jeopardizes project's financial capabilities to fulfill its obligations





Station Roles & Responsibilities

- **Develop assignments that impact critical human/social needs**
- **Regularly assess assignments for appropriateness**
- **Assign staff member for day to day oversight of volunteers**
- **Obtain Letter of Agreement for RSVP volunteer assigned in-home**
- **Keep records and prepare required reports**
- **Comply with all applicable civil rights laws**

The Station Provides the RSVP Volunteer with this support:

- Orientation to station and in-service training to enhance performance
- Resources required to perform assignment including reasonable accommodation
- Supervision while on assignment
- Appropriate recognition
- Safety of RSVP volunteers assigned to program



Other Station Responsibilities typically include:

- Helping arrange for volunteer transportation, recognition and, when possible, meals—may use project funds for these items



- if described in Memo of Understanding and
- if funds available and meet all requirements identified in Notice of Grant Award



Additional Responsibilities

1. Maintaining volunteer service records
2. Help project develop written assignment descriptions
3. Provide project with updates and accomplishments
4. Appraisals of volunteer performance
5. Providing testimonials and stories of how RSVP volunteers meet community needs
6. Sign a Memo of Understanding with sponsor



Letter of Agreement for In-Home Assignments



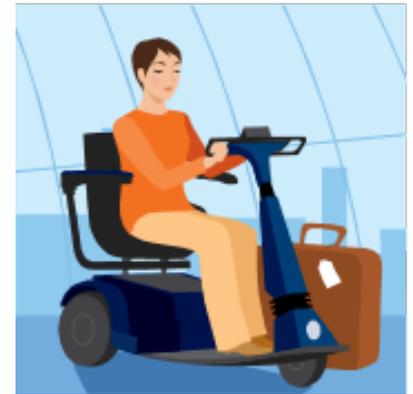
- Station **MUST** have Letter of Agreement describing and authorizing RSVP volunteer activities in each private home—See Appendix 6
- Letter designates activities to be performed, days and hours of service, and how volunteer to be supervised—must be signed by legally responsible party, volunteer station and sponsor
- Letter outlines what volunteer will and will not do
- Projects working with organizations like hospice may sign general letters of agreement covering all organization's home based clients

Memo of Understanding

- Basic requirements found in regulations 45 CFR 2553.23 (c)(2)
See Appendix 5
- Must be reviewed and renegotiated at least every 3 years; may be amended by mutual agreement
- Current volunteer station roster must be included with grant renewal/continuation
- Content spelled out in Handbook

Effective Practices for Strong Volunteer Stations

- Station should address **significant community needs**--validated by community and studies
- Have stations that are accessible to persons with disabilities
- Manageable size and complexity
- Site staff are oriented prior to placement and receive ongoing info and training
- Optimal number of volunteers identified for site





Effective Practices (continued)

- Clear job descriptions that address needs
- Uses abilities, experience and needs of senior volunteers
- Volunteers and station staff/supervisor understand anticipated accomplishments and impact goals

Reporting Your Accomplishments



- Project and station work together to determine types of data needed to measure progress
- Determine before beginning benchmarks to be used as standards for measuring progress
- Collaborate to develop information systems to capture data and uses existing data where possible—information needs to be easily retrieved
- Consistently and accurately provide needed data

Reporting continued



- Use assessments to adjust assignments and project's portfolio of volunteer stations
- Work together to use data to identify strengths and weaknesses of project's programming and how to improve work of project/station
- Work together to modify volunteer assignments to more effectively meet identified needs



Termination of Stations

- Follow your Memo of Understanding which says that “Conditions of this Memorandum of Understanding may be amended or terminated in writing at any time at the request of either party.”
- If possible, meet with station director and explain the action prior to such termination and, if possible, provide them with an opportunity to improve situation as outlined in a written evaluation

RSVP Volunteer Assignments Chapter 7

1. Criteria for volunteer assignments
 - Should both meet community need and provide high quality volunteer experience
 - Should match interests, abilities, preferences and availability of volunteer
 - Stations provide written job description
 - RSVP assignment in senior centers should not duplicate normal volunteer assignments for that center



Assignment Criteria

continued



- RSVP volunteers may serve in fundraising capacity for community organizations and for RSVP project itself
- RSVP volunteers may serve on boards and advisory councils (and RSVP Advisory Group) and hours of service may be counted and volunteers are eligible for volunteer benefits



Selection of Assignments

- Assignment (and hours) should reflect individual RSVP volunteer preferences
- Assignment should complement or supplement but not encroach upon existing community volunteer activities
- RSVP volunteers may serve in a wide variety of Public Safety and Homeland Security roles—with police and fire departments in supportive roles that do not put volunteer in harm's way



Public Safety/Homeland Security--Can Dos

- Community outreach/provide information
- Public Safety hotline
- Disaster preparedness and response
- Public Health—outreach, education, support of immunizations
- Teaching Crime Awareness/Avoidance
- Neighborhood Watch/ Block Watch organization and training
- Community policing/patrol/checking homes of vacationers



Can Dos

- Conduct Household security assessment, provide information/ education, install window/door locks
- Safety for Children—establish safe schools, provide training in safety, serve on school safety patrol, serve in youth recreational/educational activities, operating a child identification program, provide training in sexual abuse and prevention

The Monroe County Sheriff's Office
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D.O.B. _____

S.S.# _____

ADDRESS _____

PHONE _____



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More Can Dos

- Elder Abuse—training in identifying, reporting and preventing
- Assisting in Family Abuse Shelters
- Data entry for crime statistics, disasters, transporting police and court records



Inappropriate Assignments

- Issuing citations for violations
- Street traffic control
- Participating in “ride alongs” with officers
- Riding on emergency equipment
- Performing emergency duties assigned to fire or police employees
- Serving as paramedics, emergency medical technicians or in other emergency medical roles

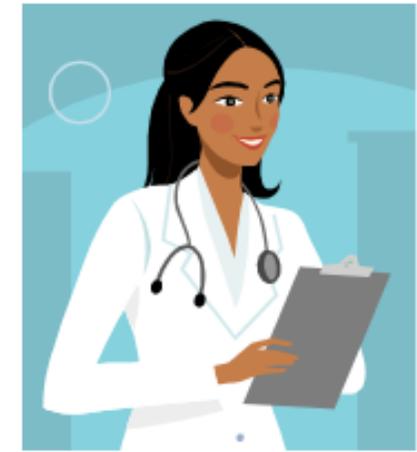


In-Home Assignments



Sources of in home placements can be:

1. Agencies serving unwed teenage parents
2. Juvenile diversion programs
3. Mental health centers
4. Health organizations
5. Hospitals
6. Visiting Nurse Associations
7. Hospice programs
8. Home-health Agencies



Volunteer Station Responsibilities for In-Home Assignments

- Provide necessary training for RSVP volunteer about specific assignment
- Conduct regular meetings with volunteer to review activities, progress, problems
- Have volunteer's supervisor/designee visit the volunteer as they visit their assigned person
- Must have a Letter of Agreement



Assignments to Promote Leadership

RSVP Leaders can:

- Recruit and coordinate other volunteers for the volunteer station
- Assist with recruitment/coordination of direct service RSVP volunteers for project
- Facilitate team building activities
- Support project planning, volunteer training, or relationships with volunteer stations



Promoting Leadership

- Develop and prepare project materials
- Assist station with Programming for Impact and performance measurement
- Conduct outreach to the community
- Help garner financial, in kind and other support for the RSVP project



Termination of Assignments

- Project staff and stations should be alert to changes/problems that may lead to assignment terminations
- Decision to terminate must be made jointly by project and station staff, with full consideration for the volunteer
- Sponsors are asked to keep Corporation state office fully informed in cases of terminations that have potential legal implications for RSVP staff or the project

Assignment Best Practices

- Have a variety of stations and assignments that appeal to varying skills and interests
- Insure volunteer safety
- Promptly/Effectively respond to volunteer emergencies and complaints
- Have clear written job descriptions that indicate community need being met



Creating Good Assignments

- Insure that volunteers are given information providing conditions/ terms of service, holidays, service schedules, cost reimbursements, key contacts and how to contact them
- Stations have process for appraising & documenting volunteer performance and provides feedback and guidance to volunteer in key areas such as reliability, progress, outcomes, initiative and leadership

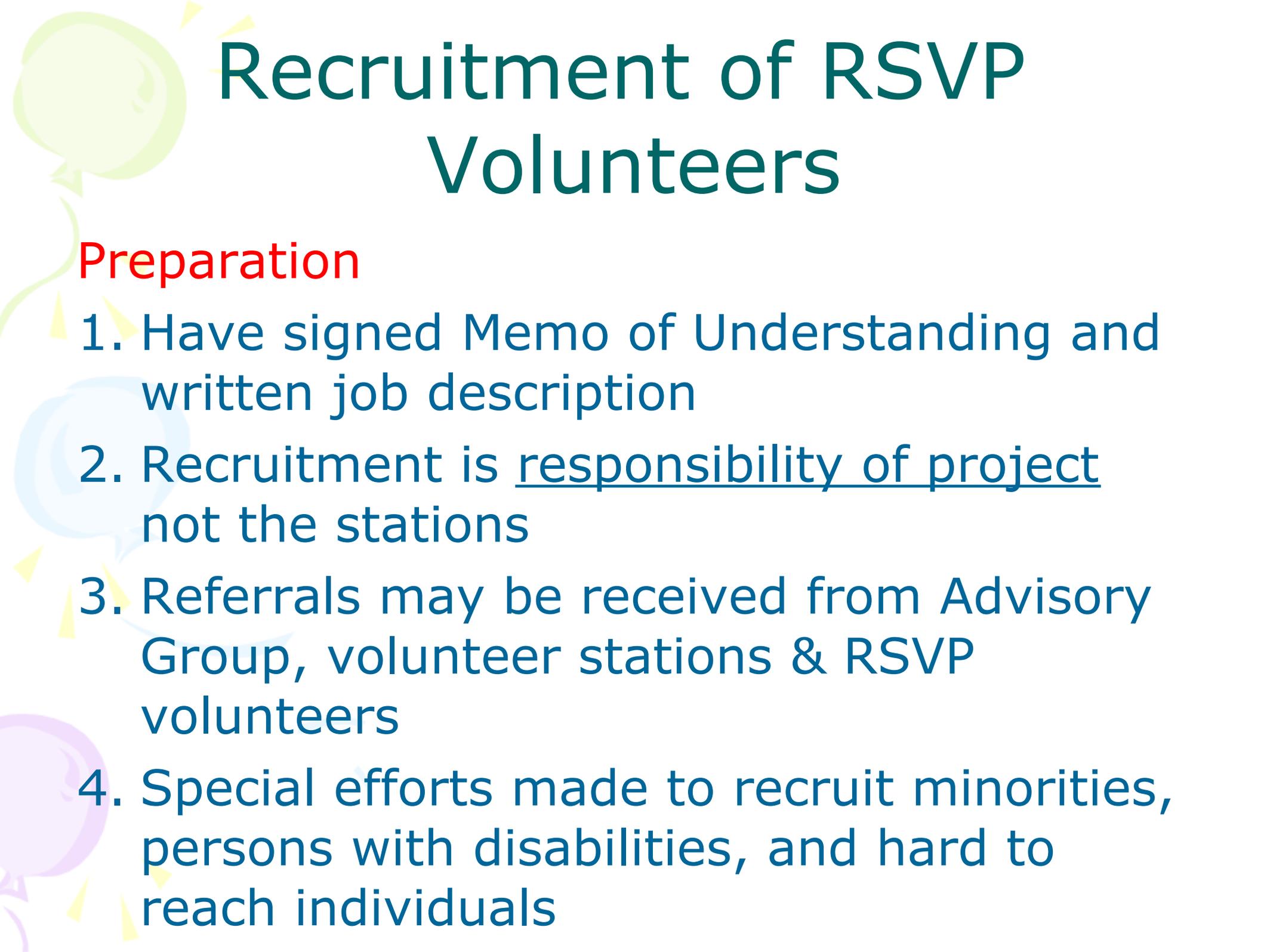


RSVP Volunteers—Chapter 8

- To be enrolled, a person must be 55 years of age or older
- Willing to serve on a regular basis without compensation
- Reside in or nearby the community served
- Must be willing to accept instruction and supervision as required

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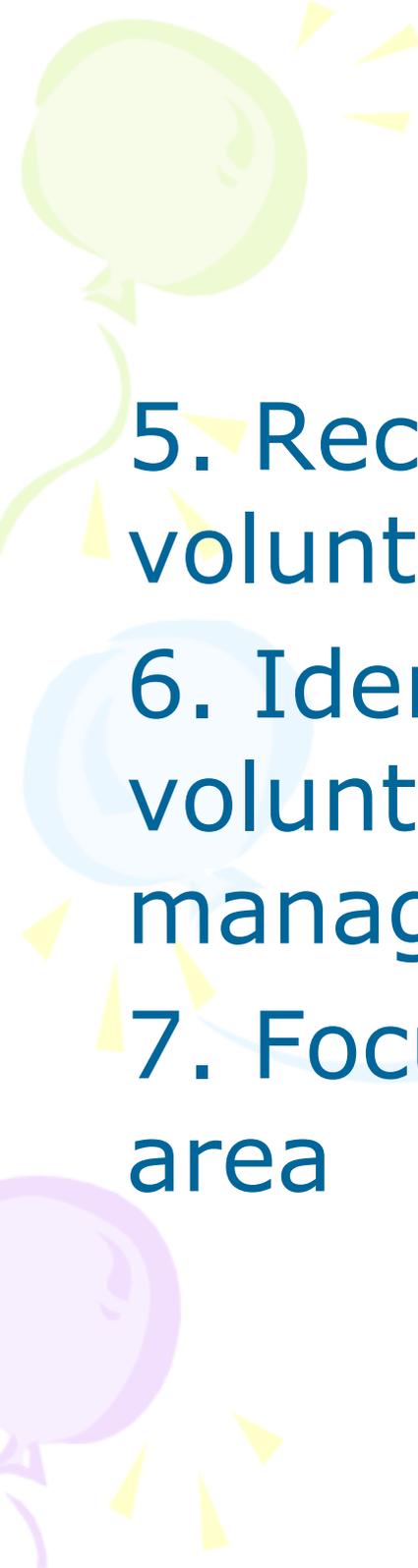
Eligibility may not be restricted on basis of race, color, national origin, limited English proficiency, sex, age, religion, political affiliation, or disability of volunteer is qualified to serve



Recruitment of RSVP Volunteers

Preparation

1. Have signed Memo of Understanding and written job description
2. Recruitment is responsibility of project not the stations
3. Referrals may be received from Advisory Group, volunteer stations & RSVP volunteers
4. Special efforts made to recruit minorities, persons with disabilities, and hard to reach individuals

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Recruitment

5. Recruit those not already volunteering

6. Identify a variety of sources of volunteers to meet special management and other needs

7. Focus on recruiting from the service area

Recruitment Plan Should Consider

- Location of “active adult” retirement communities, senior citizen housing, senior centers, clubs and other places where people over age of 55 gather
- Local employers that have soon to retire employees—corporate, educational, and governmental entities
- Distance between volunteers and assignments
- Modes and costs of available transportation



Recruitment Methods Might Include

- Use project website—
 - ▶ if don't have one, use a volunteer to create one
- Newspaper articles
- Public Service time on radio and TV
- Referrals from current volunteers
- Public presentations;
provide information pieces
for distribution



Recruitment Methods

- Contact agencies frequented by seniors
- Contact religious and community groups
- Contact other CNCS volunteer programs
- Contact inactive volunteers
- Use online recruitment tools





Recruitment Ideas

- “If your recruitment message is aimed at no one, don’t be surprised when no one in particular responds...”
- Word of Mouth best, direct appeals, utilize social networks
- Utilize Recruitment Ambassadors
- What about grocery bag inserts? Free bookmarks at library? Ads in programs for sporting events and theatre performances and pre-movie slides
- Host a weekly volunteer spotlight program on radio or cable TV

Selection of RSVP Volunteers



- When candidate expresses interest, meet with them as soon as possible
- Initial interview should be private and confidential and not rushed
- It can be a good time to become acquainted and establish rapport

Suggested Interview Topics

- Interests
- Motivation to serve
- description of jobs and stations
- Special needs of those served by program
- Volunteer benefits/responsibilities
- Available transportation
- What supervision will entail
- Need for criminal background checks for those working with vulnerable populations
- Recognition activities

Next Steps

1. Enrollment

- After introductory process, project formally enrolls RSVP applicant—See Appendix 7 for sample of an enrollment form
- Applicant signs form, provides designation of a beneficiary for insurance purposes
- Volunteers responsible for updating forms; project should provide opportunities for volunteers to periodically review and update forms—See Appendix 18 for update form sample

2. Orientation & Training



- Projects work with stations to develop pre-service orientation—may be combination of formal orientation and on-the-job experience at station
- Locally prepared handbooks helpful
- May bring in representatives of other service agencies and volunteer station to talk about their programs and the importance of volunteer contributions

Orientation continued

- Orientation should include information on RSVP, the sponsor and CNCS
- It should include information on project policies, time sheets, appeal procedures, insurance
- It should acquaint volunteers with project/station staff and other RSVP volunteers
- They should receive information about available community services related to their assignment



3. Service Learning for Volunteers

- Service learning allows volunteers to reflect on their volunteer experience and apply their insights
- Service learning helps volunteers stay mentally and physically active, use/learn skills they might not use otherwise, present challenges, and apply wisdom and knowledge they have acquired.



Reflections can take several forms

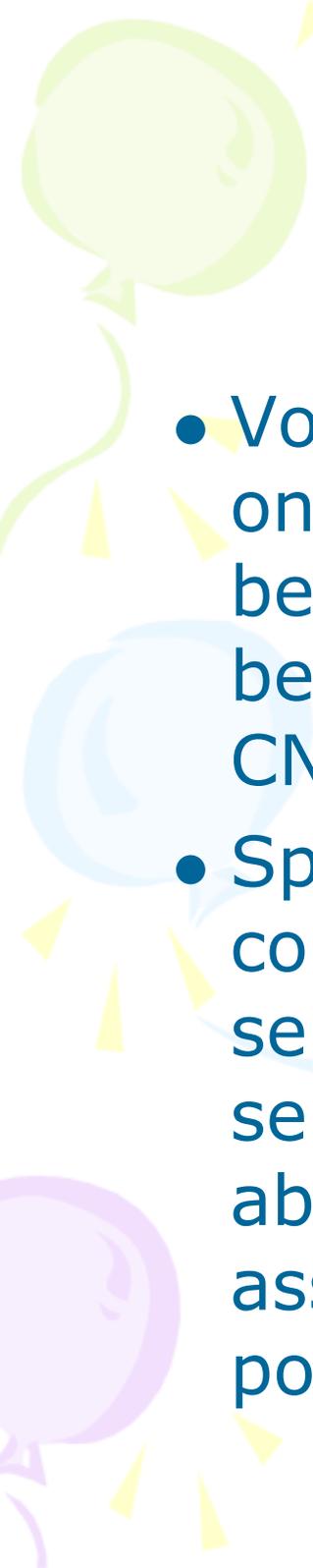
- Writing, including journal entries, letters, or group summaries
- Videotaping or audiotaping, then playing back for discussion and comment
- Drawing, Scrapbooking, Creating commemorative albums
- Group projects and discussions



4. Placement of RSVP Volunteers

- Volunteers should be placed in own community when feasible
- Must have a volunteer station assignment
- Volunteers with membership in an organization cannot be assigned to the organization to do something they are to do because of membership
- Can provide services to own relatives based on good judgment





Volunteer Separation

- Volunteers who do not serve on regular basis or on intensively on short term assignments become inactive. Only active volunteers should be included in reporting on volunteer data to CNCS
- Sponsors encouraged to work with advisory council to establish policies related to volunteer separation and appeals. A volunteer can be separated from project for cause—extensive absences, misconduct, inability to perform assignment--in accordance with sponsor's policies

Building A Spirit of Commitment



- **Volunteers have opportunities to express concerns, interests, observations**
- **Involve volunteers in operation and appraisal of assignments and project operations**
- **Solicit comments/recommendations from volunteers and incorporate this into project as applicable**
- **Adopt strategies to retain volunteers and to insure diversity of group**
- **Identify/promptly address issues/problems that impact retention of RSVP volunteers from broad range of backgrounds**

Developing Leadership Capacity

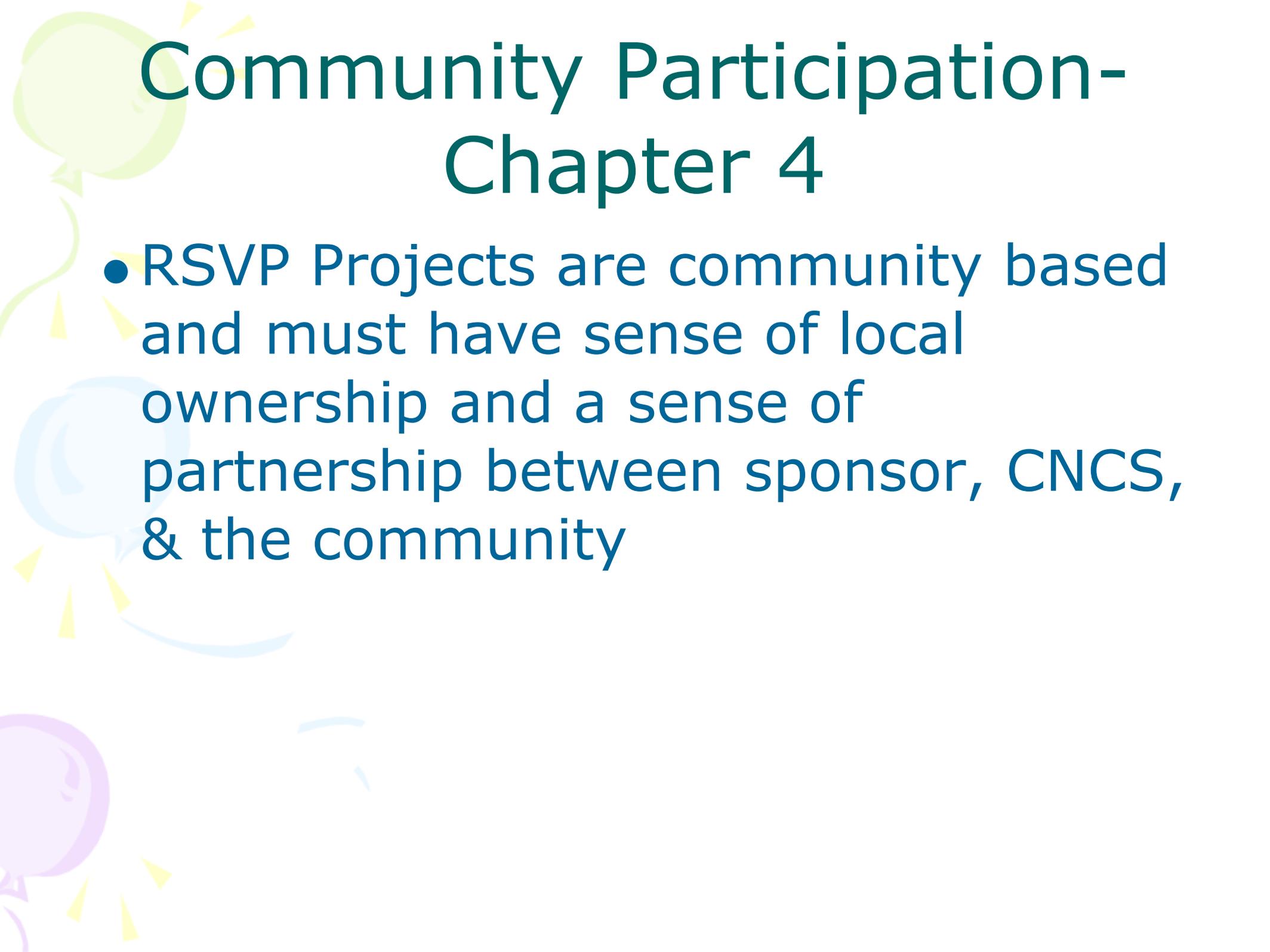


- Project encourages volunteers to recognize and take pride in their contributions to community
- Provides volunteers opportunities to serve in leadership roles and develop leadership skills
- Provides opportunities for volunteers to facilitate training with other volunteers
- Involves volunteers in promoting project to the community
- Make sure that assignments are challenging and match the RSVP volunteer's interests and abilities

Acknowledging RSVP Volunteer Contributions

- Plan and implement recognition activities on both individual and group basis
- Ensure that volunteer stations regularly recognize the volunteers as contributors
- Provide at least one annual recognition event that has significant community support—collaborate with other Senior Corps programs in area
- Document and publicize outstanding volunteer achievement
- Consider non-traditional forms of recognition



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Community Participation- Chapter 4

- RSVP Projects are community based and must have sense of local ownership and a sense of partnership between sponsor, CNCS, & the community



The Community Advisory Group

- Regulations require sponsor to obtain community participation
45CFR 2553.24

Role of Advisory Group



- Assist in assessing community needs
- Support development of service ethic
- Advise on volunteer recruitment, retention and recognition strategies
- Suggest candidates for project staff openings
- Link project with other community services, including faith based resources

Advisory Board continued

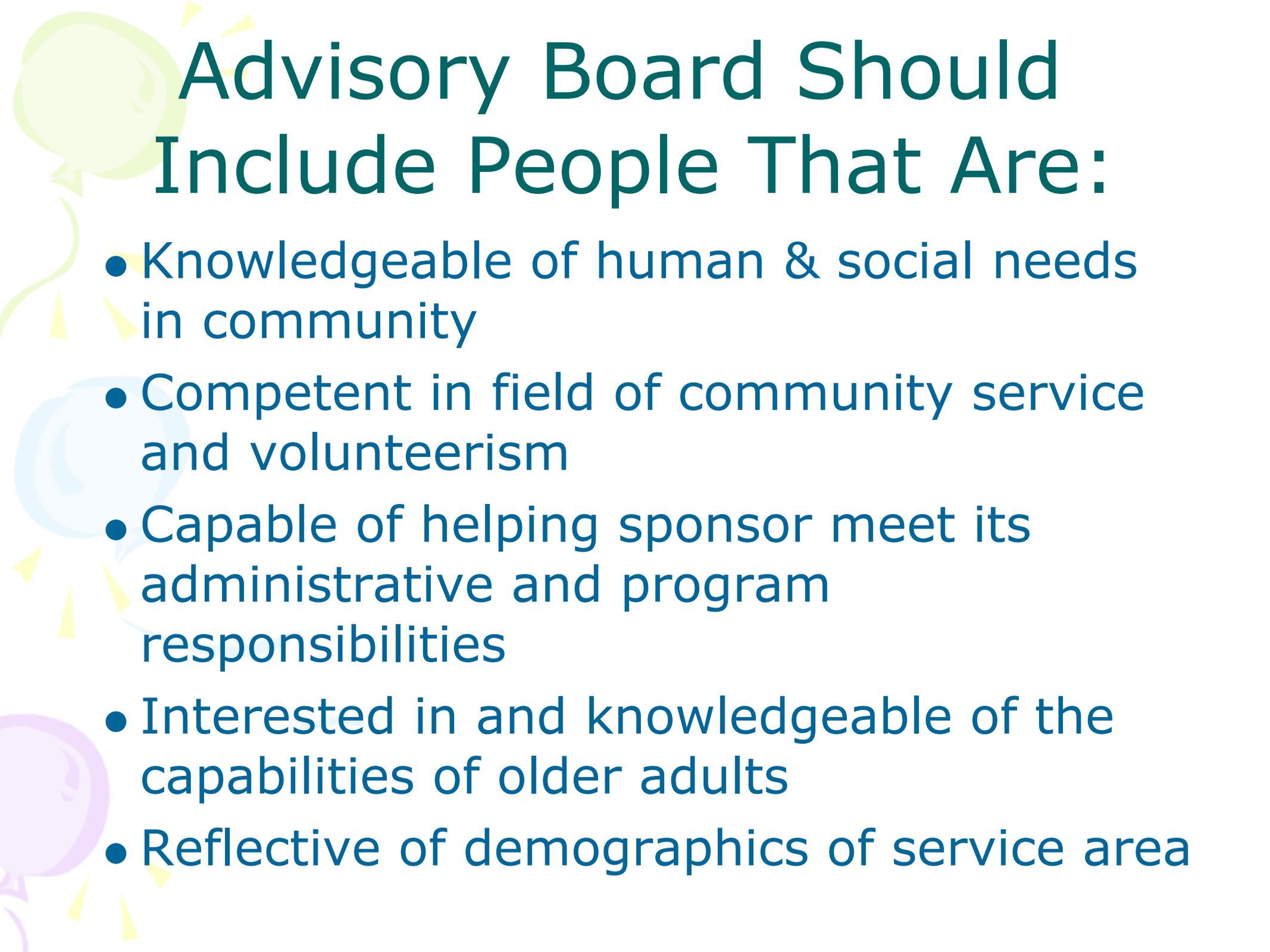
- Advise on programming for impact and performance measurement
- Assess project accomplishments and impact, progress towards meeting performance measures
- Assess satisfaction of volunteers and stations



Advisory Board continued

- Assist in developing cash and in-kind non-Federal resources
- Suggest ways project can gain increased visibility and recognition
- Advise on how trends in community are affecting seniors





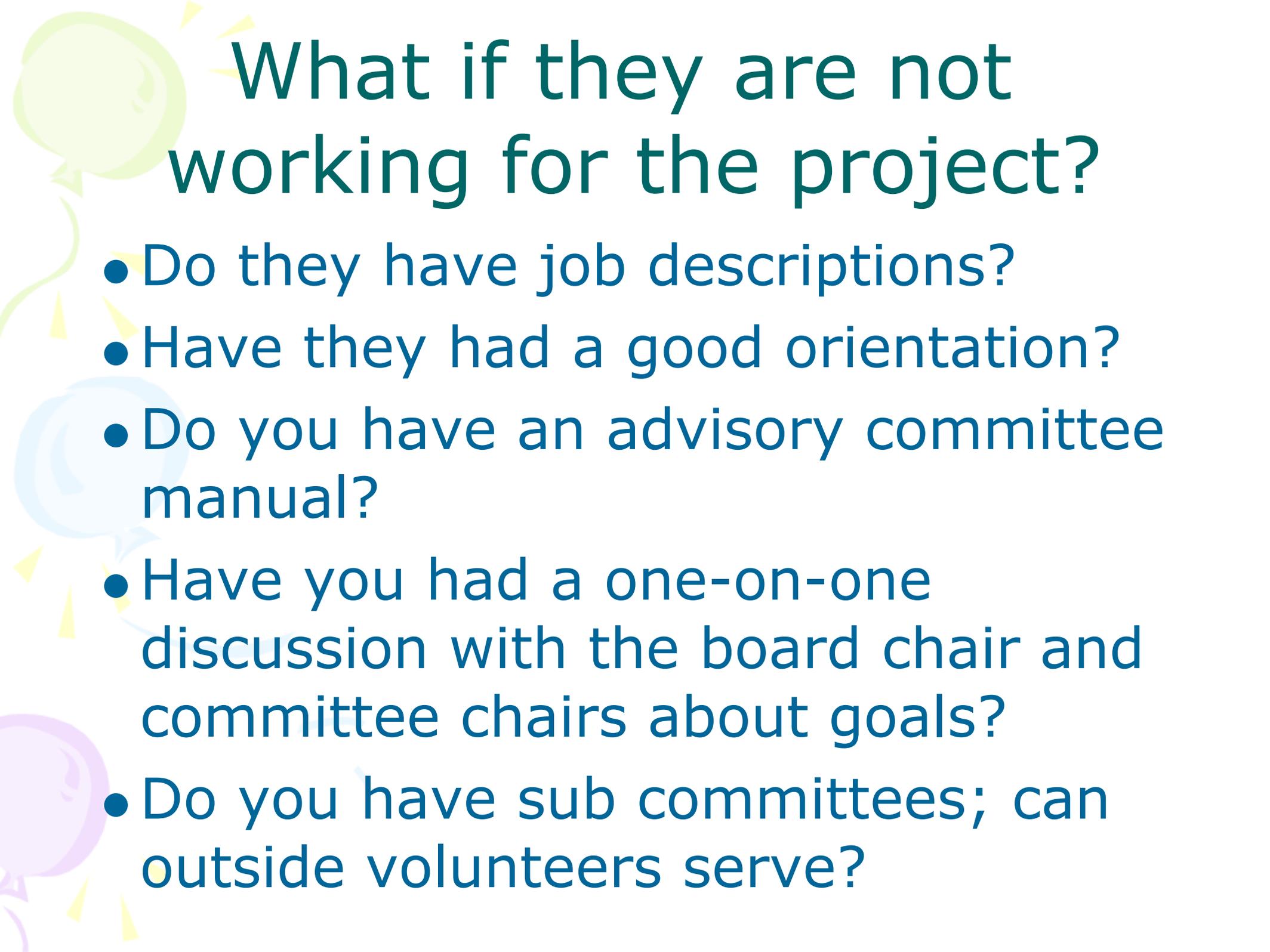
Advisory Board Should Include People That Are:

- Knowledgeable of human & social needs in community
- Competent in field of community service and volunteerism
- Capable of helping sponsor meet its administrative and program responsibilities
- Interested in and knowledgeable of the capabilities of older adults
- Reflective of demographics of service area



Advisory Group Job Description

- Regularly attends and participates
- Helps in community assessments
- Assists in promotion/public relations
- Helps draft annual strategic plan and setting goals for resource development, volunteer recruitment and recognition and public relations
- Attends United Way allocation meetings and other funder meetings



What if they are not working for the project?

- Do they have job descriptions?
- Have they had a good orientation?
- Do you have an advisory committee manual?
- Have you had a one-on-one discussion with the board chair and committee chairs about goals?
- Do you have sub committees; can outside volunteers serve?

A Working Advisory Board



- Have you thought about a retreat; a half day event with an outside authority or knower? Your state office can help or you can utilize an experienced RSVP director from another area.
- Have you given them assignments and, with the help of the chair, held them accountable?

If they won't budge...



- Do you have a mechanism for board rotation in your bylaws (i.e., they can be elected for two 3 year terms but then have a mandatory one year off)
 - You can get the good ones back on board ?
- Do you have term limits for officers?
- Is there a “succession of leadership chairs”?
- Do you have a requirement in your bylaws for board attendance or excused absences?
- What about moving them to “Honorary Board” status; ask them to help you on occasion; fill their spots with workers

Community Partnerships & Collaboration--Chapter 12

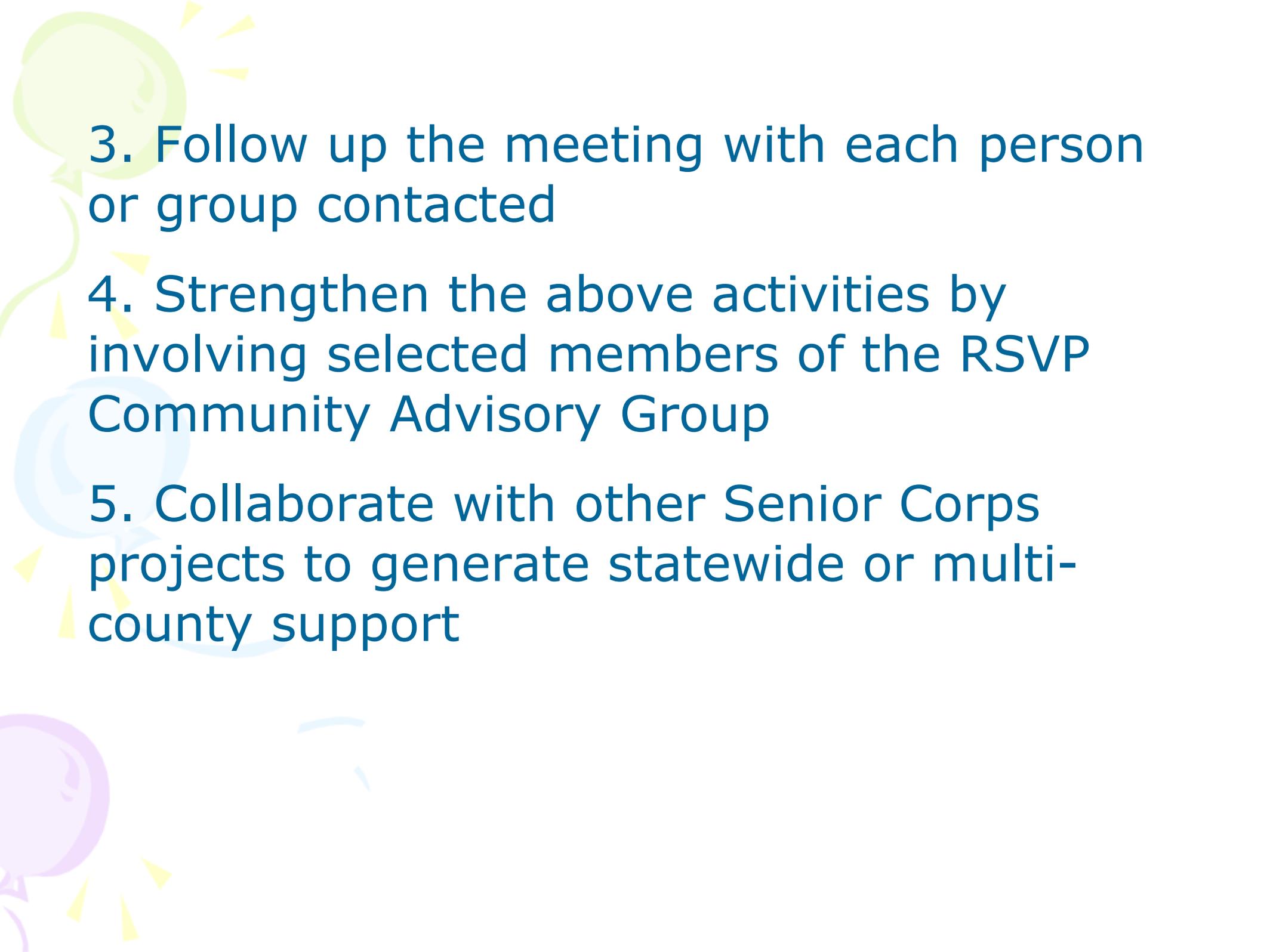
Sponsor is responsible for coordinating activities with other CNCS programs and with other project related groups and individuals

This includes: Other nonprofits, local and state governments, State Commissions, industry, labor, volunteer organizations, programs for children and for aging, and health-care organizations



Suggested Steps in Coordination are:

1. Prepare a brief summary of your project, its plans and accomplishments, its value to the community, and a statement of the types and amounts of support needed
2. Meet with individuals/groups who can contribute or who can influence others



3. Follow up the meeting with each person or group contacted

4. Strengthen the above activities by involving selected members of the RSVP Community Advisory Group

5. Collaborate with other Senior Corps projects to generate statewide or multi-county support

Creating Public Awareness

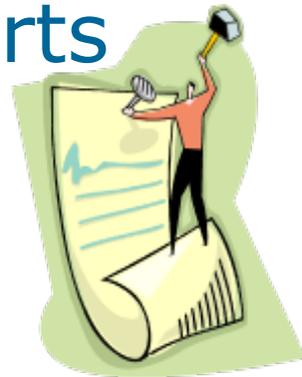


- Develop a public relations plan
- The project sponsor is responsible for informing social service agencies; city, county and state officials; community organizations and the media about project development, growth and success
- Director and Advisory Group members should speak about the RSVP program whenever and wherever they can



Public Awareness

- The Community Advisory Group can form a community relations, marketing and or publicity sub committees
- Utilize CNCS advertising resources
- Create and update regularly a project website
- Ask RSVP volunteers and stations to participate in Dr King Day of Service and Make A Difference Day—wear RSVP shirts
- Always keep on hand a press packet
- Send out news releases whenever you have something worth publicizing



Chapter 13—Self Assessment



- The Project Self-Assessment Checklist provides a means for sponsor, stations, staff, advisory group to assess the project and discuss how it can be improved (See Appendix 10). Use of this tool is optional but recommended

These Elements Are Assessed



- Programming for Impact/
Performance Measurement
- Reporting Accomplishments and Outcomes
- Volunteer Recruitment
- Volunteer Selection and Management
- Volunteer Support
- Communications
- Resource Development/Fundraising
- Project Management

Process for Self Assessment

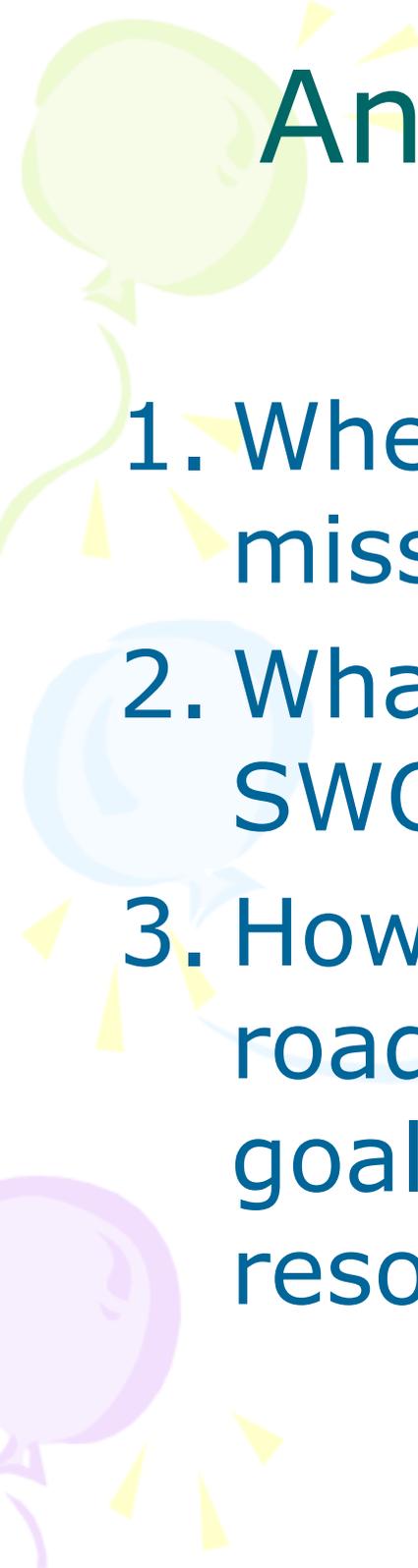
- Assessment can be completed as a group or by individuals
- Sponsors may design their own self-assessment approaches
- Help can be found in Effective Practices in the Resource Center
nationalserviceresources.org/effective-practice



What is Strategic Planning?

- Strategic planning is a top down, formal, disciplined process to produce fundamental decision and actions that shape and guide what an organization is, what it does, and why it does it. Strategic plans look at the long view—usually between three and five years.

Management Concepts, The Mind At Work



Answer These Questions

1. Where are we going? What is our mission?
2. What is our environment—suggest a SWOT analysis
3. How will we get there? A detailed road map is created containing goals, objectives, time frames, resources and measurements

Creating a Strategic Plan

- A starting point is to look at project's self assessment results, what needs to be improved, changed, started and/or stopped?
- Assign responsibilities and a time line—Who does what for whom at what time. Establish bench marks for reporting progress



Strengths Weaknesses Opportunities & Threats

Strengths of Your
Organization

Weaknesses

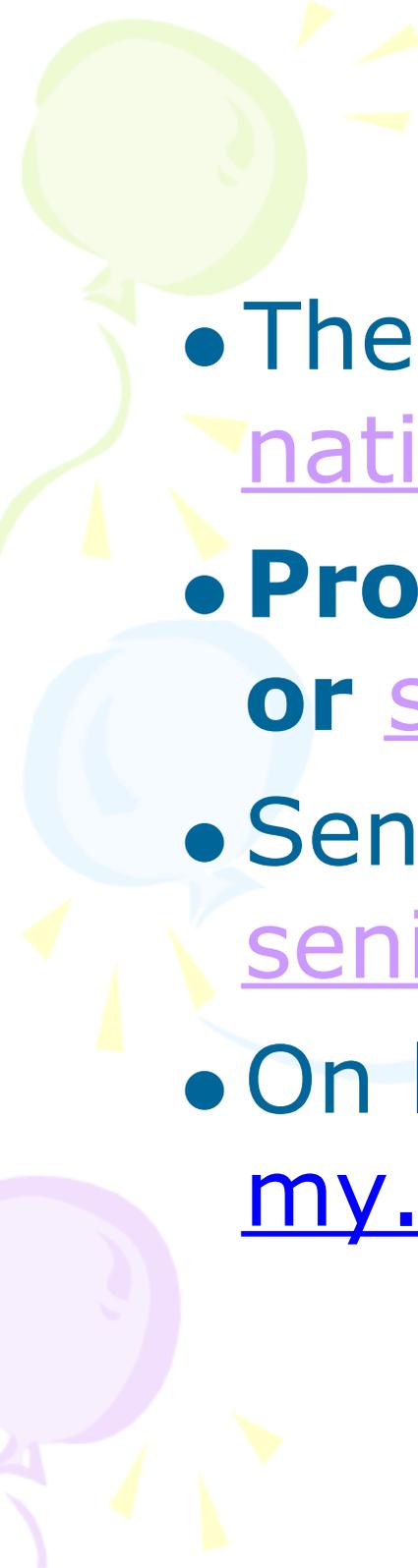
What are our Opportunities

What are our Threats

CNCS Strategic Plan Should Drive Placements

Focus Areas

- Mobilizing More Volunteers
- Ensuring a Brighter Future for All of America's Youth
- Engaging Students in Communities
- Harnessing Baby Boomers' Experience



Other Resources

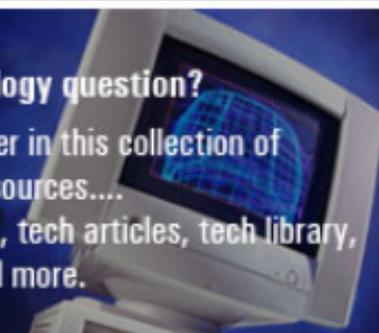
- The Resource Center @ nationalserviceresources.org/
- **Project STAR at 1(800)548-3656**
or star@jbsinternational.com
- Senior Corps Tech Center @ www.seniortechcenter.org/
- On line courses @ my.nationalservice.org/learning



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Hardware & Software

Technology Planning

Support

Effective Practices

Other Senior Corps Resources

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Tools and Training for Volunteer and Service Programs

Tech Center Spotlight

> New! Courses from the [Online Learning Center](#):

- On-site Project Management
- Project Planning



What's New

Featured Effective Practice

View the latest effective practice, [Understanding physical and mental disabilities associated with an aging population](#).

New Online Course: Making the Connection: SaYES to Intergenerational Service-Learning

Access tools and resources to forge new intergenerational service-learning partnerships. SaYES-Seniors and Youth Engaged in Service-an initiative of Learn and Serve America and Senior Corps, has been created to help connect Senior Corps volunteers, particularly age 50+ Baby Boomers, to support K-12 service-learning activities. Three modules lead learners through: the process of creating partnerships around service-learning, strategies for schools to engage older adult volunteers in service-learning, and strategies for volunteer organizations to find and keep age 50+ adult volunteers. Additional resources, downloadable forms, templates, and marketing tools enable course users to move quickly from learning into practice. This course was created cooperatively by the Corporation for National and Community Service and

The Resource Center

Tools and Training for Volunteer and Service Programs



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