

# **Volunteer Recruitment & Placement**



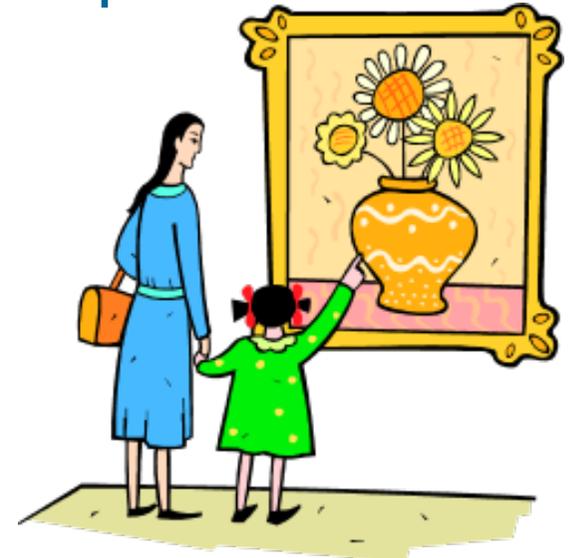
**RSVP 101**

# Volunteer Stations--Chapter 6

- Hospitals/  
Medical Center
  - 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

# 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)



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# 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 Memorandum 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



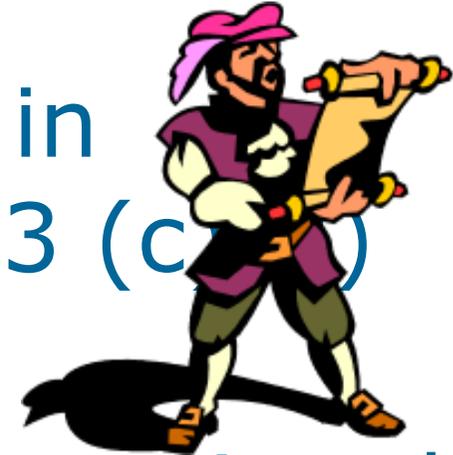
# Letter of Agreement for In-Home Assignments



- 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)  
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 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 (a 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 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  
**CHILD SAFETY I.D. CARD**

NAME \_\_\_\_\_

D.O.B. \_\_\_\_\_

S.S.# \_\_\_\_\_

ADDRESS \_\_\_\_\_  
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PHONE \_\_\_\_\_



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# More Can Dos

- Elder Abuse—training in 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

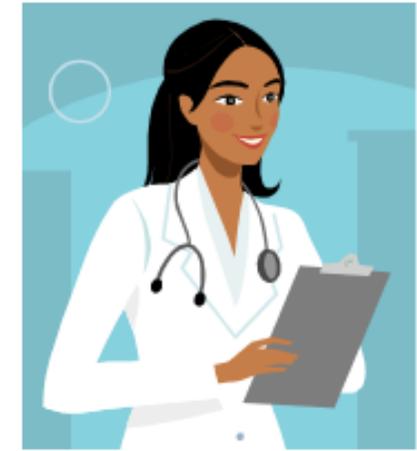


# In-Home Assignments



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

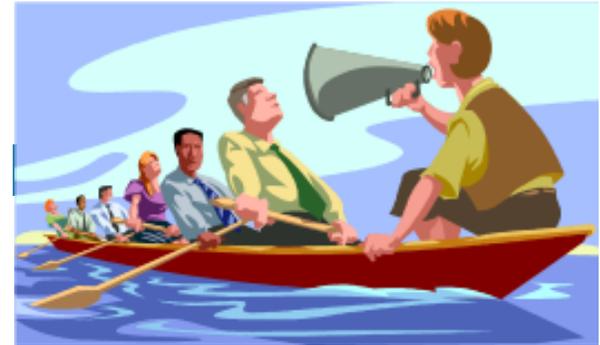
RSVP Leaders can:

- Recruit and coordinate of volunteers for the volunteer project
- 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

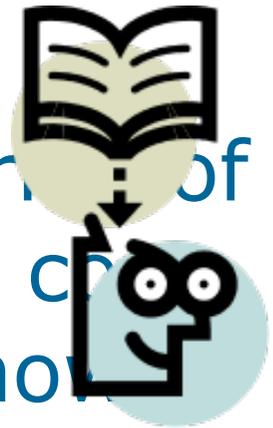
# Assignment Best Practices

- 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 providing feedback and guidance to

volunteers in key areas such as reliability, progress, outcomes, initiative and leadership

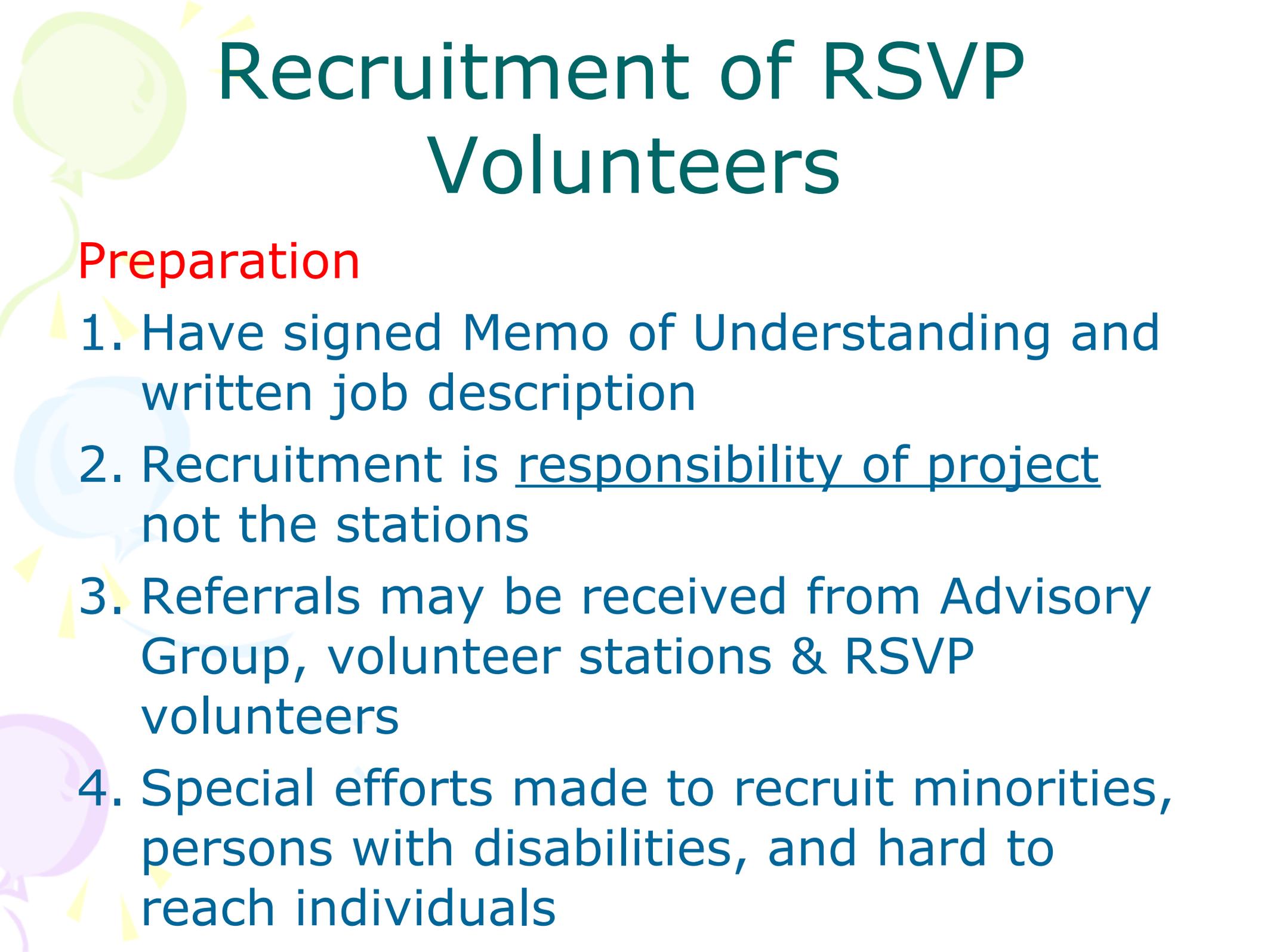


# RSVP Volunteers—Chapter 8

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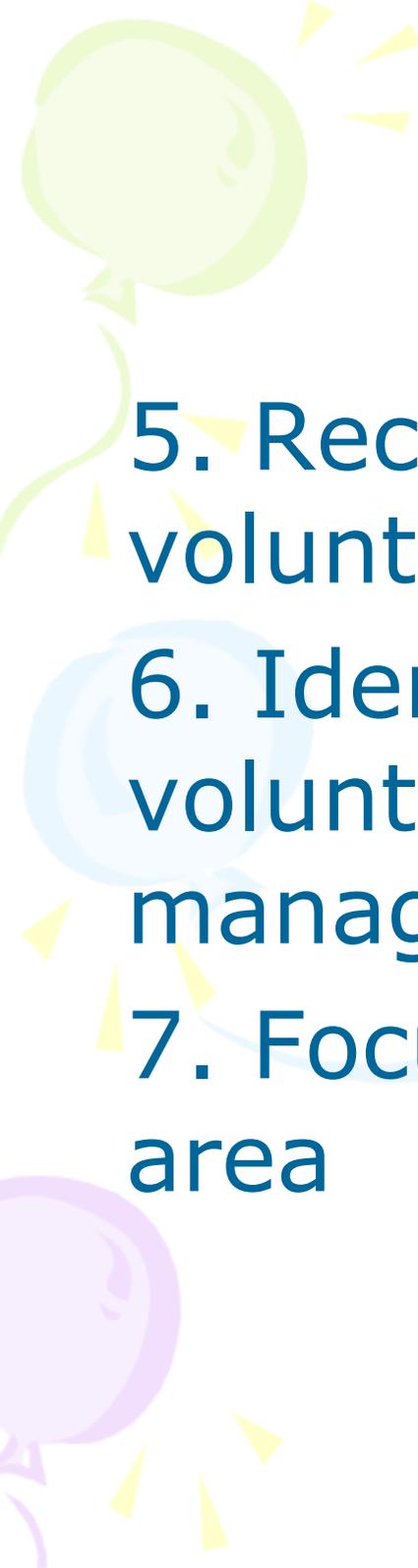
Eligibility may not be restricted on basis of race, color, national origin, limited English proficiency, sex, age, religion, political affiliation, or disability of volunteer is qualified to serve



# 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



# 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
- 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 help
- 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 V/P volunteers
- They should receive information on 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

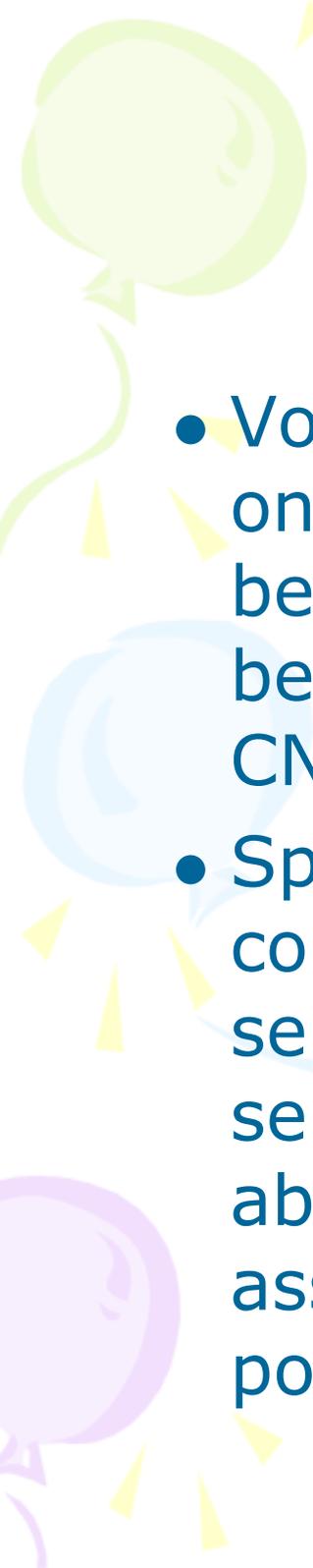


- Writing, including journal entries, letters, or group summaries
- Videotaping or audiotaping, then playing back for discussion and comment
- Drawing, Scrapbooking, Creating commemorative albums
- Group projects and discussions

# 4. Placement of RSVP Volunteers

- Volunteers should be placed in 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**

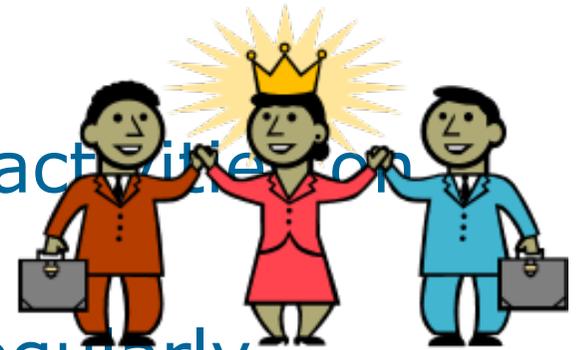
# Developing Leadership Capacity

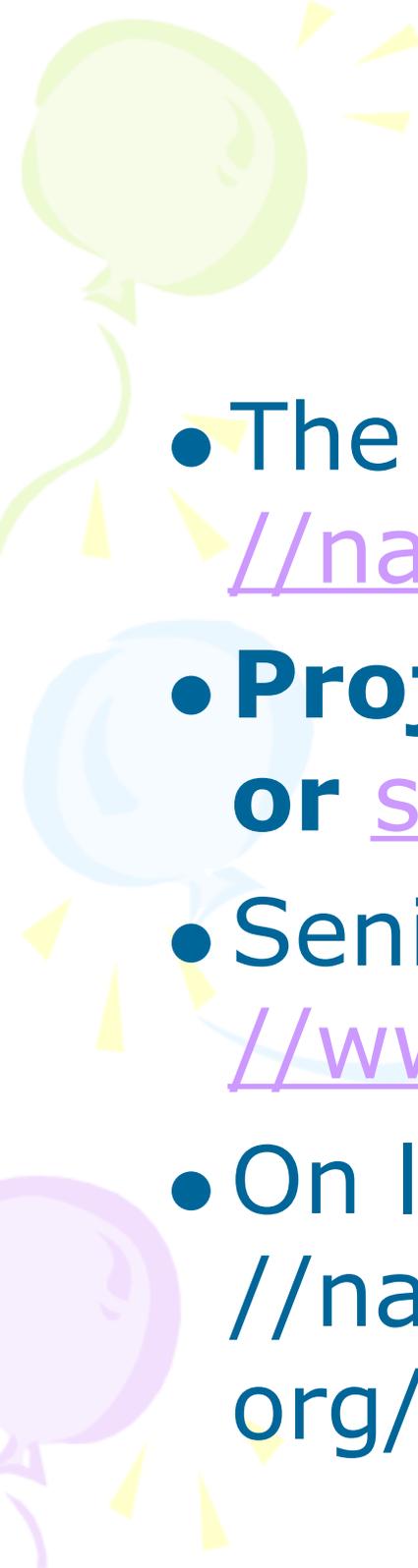


- **Project encourages volunteers and take pride in their contributions to community**
- **Provides volunteers opportunities to serve in leadership roles and develop leadership skills**
- **Provides opportunities for volunteers to facilitate training with other volunteers**
- **Involves volunteers in 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





# Other Resources

- The Resource Center @ <http://nationalservicerresources.org/>
- **Project STAR at 1(800)548-3656**  
or [star@jbsinternational.com](mailto:star@jbsinternational.com)
- Senior Corps Tech Center @ <http://www.seniortechcenter.org/>
- On line courses @ <http://nationalservicerresources.org/resources/courses/>