Revision

7.11

Black Hills State University RSVP

Black Hills State University

RSVP

Lead With Experience

BHSU RETIRED SENIOR VOLUNTEER PROGRAM

Station Manual

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Part

1

About Us

RSVP has a dual purpose of engaging persons 55 and older in volunteer service to meet critical community needs and to provide a high quality experience that will enrich the lives of the volunteers.

Introduction

Black Hills State University RSVP is a nationally recognized volunteer coordination agency that seeks to match willing volunteers 55 years of age and older with non-profit agencies that need volunteer service. There is no cost for membership. We only require that volunteers and stations provide us with information about volunteer service activities, i.e. volunteer hours, so that we may fulfill our grant requirements.

Goals

- To develop a variety of community service opportunities for older people willing to share their experiences, abilities, and skills for the betterment of the community and themselves.
- To ensure that volunteer assignments are made consistent with the interests, skill and abilities of the RSVP volunteers and the needs of the community.
- To ensure that RSVP volunteers are provided needed orientation, in-service training, individual support, supervision, and recognition for their service.
- To develop local support to supplement available Federal resources and to ensure that program expenditures are incurred at the lowest possible cost consistent with the effective operation of the project.
- To cooperate with agencies and organizations involved in the fields of aging and volunteerism.

- To develop a sound locally controlled senior volunteer program with continuing volunteer support.
- To provide training and resources to non-profits so that they may become better volunteer managers.

History

The Retired Senior Volunteer Program was created as a Federal Volunteer coordination program in 1969 as an amendment to the Older Americans Act. RSVP is now part of a larger federal organization, the Corporation for National and Community Service (CNCS) which is dedicated to the promotion and support of volunteerism in the United States. Since its inception, RSVP has grown to be America's largest volunteer network for people ages 55 and over.

RSVP has been in the Black Hills of South Dakota since 1973 and is currently sponsored by Black Hills State University. (All RSVP programs must be sponsored by an agency that is willing and able to administer its grants.) BHSU RSVP currently has over 500 volunteer members, 100 agency members (stations) and serves eight western South Dakota counties: Butte, Custer, Haakon, Harding, Jackson, Lawrence, Meade and Perkins. Although BHSU receives its guidelines from CNCS, its program is locally run by a small staff located on the BHSU campus in Spearfish, SD.

BHSU RSVP is committed to being the premier volunteer coordination agency in its eight county region by providing non-profit and public agencies with a large pool of willing volunteers, and by providing those willing volunteers with a wide variety of quality volunteer service opportunities.

Funding

BHSU RSVP is entirely grant funded and receives grants from federal, local and private agencies.

How it works

The Volunteer

RSVP volunteers can be anybody age 55 or older who is willing and able to volunteer. Any volunteer that fits this criterion and wants to volunteer within the eight county service area can be a member of BHSU RSVP.

RSVP volunteers serve, without pay, in community assignments at a variety of locations to include libraries, senior centers, chambers of commerce, food banks, and schools. They visit shut-ins, assist in the delivery of meals, and work with children and youth. They act as office workers, tutors and volunteer coordinators. Their service potential is almost limitless.

While BHSU RSVP does not require its volunteers to serve a minimum number of hours per month, we do require that volunteers serve in some volunteer capacity once every three months to keep active as an RSVP volunteer. **Most of our volunteers prefer to serve no longer than two to three hours at a time.**

BHSU RSVP staff will assist volunteers in finding service opportunities that fit their interests and schedules. Volunteers decide where they want to serve and when.

The Station

A volunteer station is a public, private, or government non-profit or proprietary health care organization that accepts the responsibility for assignment and supervision of RSVP volunteers. Each volunteer station must be licensed or otherwise certified, when required, by the appropriate federal, state, or local government. All non-profits must have their non-profit status in good standing with the South Dakota Secretary of State. BHSU RSVP cannot place volunteers in private homes; however, BSHU RSVP volunteers may perform service in private homes of their own volition and/or under the auspices of an active RSVP Station provided that station is in compliance with state and local laws regarding such placement.

Volunteer service within proprietary health-care organizations must be limited to those assignments which provide direct and traditional assistance to patients and their families, such as visiting, teaching, counseling and entertaining. Placements in these organizations cannot displace paid employees and must avoid staff or clerical assignments.

Enrollment

The relationship between BHSU RSVP, the volunteer, and the station is created via a simple administrative process:

1. **Enrollment of the Volunteer:**

- Any person that is 55 years of age or older who is interested in becoming an RSVP member should contact the BHSU RSVP office and/or fill out an enrollment form. The enrollment form consists of two pages and can be obtained from the RSVP office, or can be downloaded at www.BHSU.edu/RSVP. We encourage all volunteer candidates to fill out the enrollment as completely as possible. Information from the completed form is entered into the RSVP database and is used to match volunteer skills and interests with available jobs.

- The enrollment form **must** be signed by the volunteer for the enrollment to be completed.

- Upon enrollment, new volunteers will be sent a new volunteer packet which will include a BHSU RSVP Volunteer Handbook, RSVP nametag, and instructions for completing time records (time sheets).

Note: *At this time, BHSU RSVP does not do background checks or perform any formal screening of our members. All stations should cover these functions as necessary for the type of service to be performed by the volunteer.*

2. **Enrollment of the Station:**

- Any public or private non-profit or proprietary health care organization can become an RSVP member station by simple completing a BHSU RSVP Memorandum of Understanding (MOU). The MOU is an agreement of partnership between BHSU RSVP and the station. It spells out what is expected by each partner during the term of the partnership. (See Appendix for more information.)

- The MOU must be renewed every three years and can be terminated at any time by either party.

Using RSVP Volunteers

The BHSU RSVP database of volunteers is available to all active BHSU RSVP member stations. Information available to members includes addresses and phone numbers of volunteers. Personal information on RSVP volunteers may only be used to recruit new volunteers for the member station and may not be used for advertising and may not be sold, transferred, or added to any list servers without the permission of each volunteer on the list. Volunteer information may not be shared with other agencies without the express permission of BHSU RSVP.

If a volunteer expresses interest in performing volunteer service at a particular RSVP station, RSVP staff will relay that volunteer's information to that station. The station will then be responsible for contacting that volunteer and advising them if they have any volunteer openings available.

If a member station is in need of volunteers, the station will provide RSVP staff with a full description of that need to include:

- Job Description
- Physical requirements
- Location of Service
- Dates, times, and duration of service when applicable

Stations are asked to make requests for volunteers at least two weeks in advance of the projected need. Service opportunities will be posted, when possible, in BHSU RSVP's on-line and printed newsletters. Upon request, stations will be given a list of potential volunteers that they may draw from to fill their volunteer openings. When contacting RSVP volunteers, stations are asked to identify themselves as an RSVP station. On occasion, RSVP staff will contact pre-screened volunteers to help fill temporary and immediate service needs.

Recording Service Hours

BHSU RSVP is entirely grant funded, and as such we are accountable to our grantors. In order to maintain and continue our funding, we are required to provide qualitative and quantitative measures of our program's impact and effectiveness. The primary quantitative measurement used for RSVP in the

volunteer service hour. Our continued success depends on stations and volunteers relaying this information to us in a reliable and timely manner.

The easiest and most effective way for us to collect volunteer hours is through station sign-in sheets/rosters. We encourage each station to require their volunteers to sign-in each time they contribute volunteer time to the station. RSVP will then collect copies of those sign-in sheets on a monthly basis. Not only does this type of tracking benefit RSVP, it also benefits the station in several ways to include:

- Stations can track volunteer hours as in-kind contributions.
- For liability and insurance reasons, stations will have documentation of when and where volunteer personnel are representing their organization. (Volunteer time must be documented in order for RSVP volunteer to take advantage of RSVP's supplemental insurance coverage.)
- A solid accounting of hours can be used for volunteer recognition efforts and to evaluate a volunteer's service commitment level.
- Encourages more buy-in and accountability on the part of the volunteer.
- RSVP submits volunteer hours and narratives to a variety of local, state and federal agencies. This information is used in different ways to determine community involvement, resource allocation and recognition opportunities.

For those volunteers who do not record their hours on a station sheet, we ask that they fill out an individual time sheet and submit it to RSVP. BHSU RSVP is currently capable of accepting hours via standard mail, e-mail, on-line entry, fax, or by phone. We will provide postage-paid envelopes upon request.

Limitations for RSVP Volunteers

Due to the nature and source of much of our funding, we are not permitted to place RSVP volunteers in the following service activities:

1. RSVP volunteers may not be involved in political activities when serving in the capacity of an RSVP volunteer

2. RSVP volunteers shall not give religious instruction, conduct worship service, or engage in any form of preaching as part of their duties. As of October 2010, RSVP will only be able to track volunteer hours from faith-based organizations that are community service oriented or fundraising.

3. RSVP volunteers may not perform any service or duty, or engage in any activity which would otherwise be performed by an employed worker, or which could supplant the hiring of a worker.

Volunteer Safety

Every effort should be made to match the physical abilities and limitations with the volunteer service performed by each volunteer. Volunteer jobs should always be designed with volunteer safety in mind. It is the responsibility of the volunteer to notify RSVP and/or the station supervisor if medical, physical, or any other condition prevents them from performing their volunteer duties safely. It's the responsibility of the station to familiarize their volunteers with safety procedures and resources. The safety checklist, originally signed with the MOU, will need be reviewed with the volunteers annually and RSVP needs to be notified via e-mail or fax when the checklist was completed for that year.

Termination of a Volunteer's Service

There may be instances when a station must terminate or suspend its relationship with a volunteer. On rare occasions, these actions may result in a dispute between the station and the volunteer. In such a case, BHSU RSVP advises the volunteer to take the following action (as per BSHU RSVP Volunteer Handbook):

1. The volunteer should first take any grievances to their immediate supervisor at the volunteer station.
2. If the issue has not been resolved, the volunteer with the grievance shall contact RSVP to review the issue and determine further action.
3. If the conflict cannot be resolved to each parties favor, the volunteer will be removed from that volunteer station until the issue has been resolved, or until both parties agree to resume the volunteer activity.

If at any time there is a discrepancy between a volunteer and a station, all measures will be taken to rectify the situation to both parties satisfaction. Incidents will be documented in the individual volunteer's file as well as in the station's file to avoid any future problems.

If any volunteer is uncomfortable, feels unsafe or has concerns regarding their volunteer assignment, that volunteer should notify RSVP and discontinue volunteer services immediately. RSVP will review the station and discontinue all activity at that location if any problem exists. If the situation is corrected and the volunteer is willing to return to the volunteer service, that will be allowed. That volunteer will be under no obligation to serve at that location for that service, even if the situation has been rectified.

RSVP volunteers are encouraged to contact the BHSU RSVP office with any questions or concerns at any time. If a station releases a volunteer from volunteer duties, the RSVP volunteer can appeal that decision to the RSVP office. The issue will be investigated by RSVP and a decision will be determined by the RSVP Advisory Council Executive Committee. The determination by that committee will be final.

Separation from RSVP

A volunteer or station may inactivate itself from RSVP membership at any time by simply notifying the BSHU RSVP office. Volunteers who do not report at least 12 hours a year will automatically be inactivated in the RSVP database. Inactive volunteers and stations may re-activate themselves by contacting the RSVP office.

Part

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Benefits

What BHSU RSVP Provides Its Members

Supplemental Insurance

Supplemental insurance is provided by BHSU RSVP to all of its active volunteers and covers them while they are volunteering at an active RSVP station or are in route to or from volunteer service tothat station. Coverage includes Excess Accident Medical Coverage, Excess Volunteer Liability Insurance, and Excess Automobile Liability Insurance. Volunteers must have their volunteer time accurately documented to take advantage of this coverage. For more details please see Appendix A.

Please check with your insurance carrier to see if you are eligible for any discounts when your volunteers are covered by BHSU RSVP's supplemental coverage.

Recognition

Most agencies should and do recognize their volunteers and show their appreciation for their generous contributions; however, we are of the opinion that you can never over express your gratitude for all that your volunteers do for your agency. Therefore, BHSU RSVP supplements your recognition efforts with recognition events and gifts of our own. Regular RSVP recognition includes:

- An annual banquet for all BHSU RSVP volunteers wherein we treat our members to a meal, entertainment, and door prizes. We also encourage our station representatives to

attend so that they can use this opportunity to once again say, “Thank you.”

- Bi-annual recognition gifts distributed through the mail. In the past, these gifts have included calendars, bookmarks, and gift certificates of varying denominations.
- Spotlight recognition of volunteers and/or stations in our quarterly and monthly newsletters.

Mileage Reimbursement

BHSU RSVP will provide mileage reimbursement to RSVP volunteers for certain pre-approved volunteer assignments at a rate determined by RSVP. The reimbursement rate is based on current budgetary conditions. Eligible transportation costs are defined as mileage from the volunteer’s home to an RSVP volunteer station and back. RSVP will also reimburse mileage for driving activities that occur during volunteer service i.e. Meals on Wheels, when the host station is unable to provide that reimbursement.

To be eligible, volunteers must be driving their own vehicles and must have valid license and insurance. All reimbursement requests must be in conjunction with relevant volunteer time submission and be signed by both the volunteer and a station representative where the mileage costs were incurred.

For more information about the assignments that are eligible for mileage reimbursement, as well as the current reimbursement levels, please call the BHSU RSVP office.

Database Access

All active BHSU RSVP Stations are given complete access to the RSVP volunteer database with the exception of potentially sensitive personal information. This data may be used to recruit volunteers, recognized volunteer achievements, and to provide statistical data for grants, and awards. This information may not be used for fundraising from the volunteers themselves. It also may not be sold or in any other way transferred to another organization or group without the express consent of BHSU RSVP.

Publications

All active BHSU RSVP members receive a hard copy of our quarterly newsletter and a digital version of our monthly e-newsletter (when e-mail address is provided). All active stations may submit information for publication in these newsletters free of charge. Our newsletters are a great way to advertise volunteer opportunities, fundraisers and special events. Stations may provide photos and text for all entries, or upon request, RSVP staff will be happy to visit your station to take pictures and develop printed content.

Co-hosting

RSVP would be happy to co-host fundraising activities and special events. We are able to provide limited assistance with promotional items, advertising, and staff resources.

Roundtables and Other Training

In an effort to provide our stations with networking and training opportunities, we host three to four roundtable discussions covering various non-profit relevant topics each year. These roundtables are free and open to the public. For logistical reasons we currently hold roundtables only in the cities of Spearfish, Sturgis and Belle Fourche; however, we make every attempt to make the information from these roundtables available on our website or through our newsletters. We would be happy to host a roundtable in any of our other service areas upon request.

BHSU RSVP will provide limited skills and management training to targeted communities and non-profits upon request and dependent on the availability of resources.

Part

3

Volunteer Management

Preparing for Volunteers and Maintaining Your Volunteer Program

Most RSVP stations have a long history of managing volunteers and do so with great success. We offer this section to our station handbook for those who have never had a formal volunteer program, or for those who are looking to give their program a "check-up". This is in no way a comprehensive manual and we recommend that managers seek to continually keep themselves up to date on proven volunteer management practices.

Assess Your Need for Volunteers – Considerations

1. Does your office have a legitimate need for volunteers? You should be able to define this need to give your volunteer program purpose.

2. If your paid staff is currently overwhelmed with projects, could you empower staff members to delegate and train volunteers to take some of the load? There are usually functions of every job that can be broken down into smaller tasks.

3. Is there adequate workspace for volunteers?

4. Would you want to do the work that you would be asking your volunteers to do for free? Volunteers are often willing to do many menial tasks, but it's always a good idea to add some variety and challenge.

5. Are there volunteers available with the skills you need? Would it be practical to train volunteers for more complex tasks?

Steps to Creating a Volunteer Program

1. Policies and Procedures:
    a. Volunteer Handbooks, Applications
    b. Supervisor/Coordinator Guidelines
    c. Liability Coverage
    d. Background Checks/ Screening

2. Select or hire an employee to manage/ oversee volunteer program.

3. Select a recordkeeping system that will record volunteer hours to track as an in-kind contribution to organization. THIS IS IMPORTANT!

4. Arrange for the physical placement of volunteers, i.e. Desks, tools, uniforms, nametags, etc.

5. Select a marketing and recruitment process.

6. Set up an enrollment and selection process (including set procedures for interviewing and screening volunteers.)

7. Design and orientation and training process for both staff and volunteers.

8. Formulate ways to recognize volunteers both individually and as a group.

9. Set up a recruitment and selection process

10. Design an orientation and training program for supervisors and volunteers.

11. Develop an evaluation system for both staff and volunteers

12. Formally recognize volunteers, staff and supervisors.

13. Assess future trends for volunteers.

Job Descriptions

Job descriptions are a tool to help volunteers understand the results to be accomplished, what tasks are involved, what skills are required, and other important details about the job.

It won't take you long to find out that well-developed job descriptions become the building blocks of your volunteer program. Recruiting, interviewing, placing, supervising, and evaluating will all be based on the information provided in the job description.

The following can help guide you as to what you may want to include in a job description:

Job Title: Make the title clear and dignified; informative and interesting. Remember, many volunteers will use these job titles on future résumés. Job titles can "sell" a volunteer opportunity to those seeking these kinds of references.

Location: List your office location and telephone number

Overall Goal: A short, concise statement reflecting the overall goal of the job.

Major Results: Volunteers are anxious to see results of their contributions. Try to list the main measurable results expected.

Suggested Activities: Describe how the job is accomplished either in sequence, or step-by-step.

Knowledge and Skills Required: List skills and knowledge necessary to effectively perform the job (technical, managerial, human relations, education, experience.)

Physical Requirements: List any physical requirements *of the job*(not of the volunteer). Seniors still make up the bulk of volunteers. Prior to volunteering for an agency, they will want to assess if they will be physically capable of doing the job. It's much easier for the volunteer to determine this for themselves than for you to try to do it diplomatically in your office.

Orientation and Training: Let volunteers know what training they will receive. Volunteers are sometimes intimidated when trying something new. Knowing that the agency will provide the necessary training to ensure their success can be comforting.

Time Requirements: If possible, stay flexible on both the minimum time requirements and the actual schedule until you have the opportunity to interview interested volunteers. Then negotiate the time with the

volunteer you select. Do your volunteers all have to work during established office hours? Also, don't overlook the possibility for using more than one volunteer to fill a position that requires a long time commitment. Scheduling two or more volunteers to work the same schedule can be beneficial for volunteer recruitment, retention and maintaining consistency in staffing levels.

Supervision: List the supervisor's name and position (can be another volunteer.) Describe the level of independence and supervision a volunteer will have.

Points to Ponder:

- *Can the work be done in a totally flexible schedule at the discretion of the volunteer?*
- *Can the work be done on evenings or weekends?*
- *Must the work be done at the office, or can it be done at home?*

Recruitment

Almost every interaction an organization has with its clients, staff, and the general public has an impact on that organization's ability to recruit volunteers. Potential volunteers are everywhere and staff members at every level of your organization can have an effect on your ability to recruit them.

Of course, your best recruitment tools are your current volunteers. If their experience with you is a positive one, they will most likely share their experiences with their friends and acquaintances. Unfortunately, this can be a double edged sword. Nothing can hurt your recruitment efforts more than bad word of mouth. While BHSU RSVP does general recruiting to provide volunteer programs with increased access to available volunteers in their area, making placements in volunteer programs that have bad word-of-mouth reputations can be next to impossible.

Interviewing

There are instances where a formal interview of a volunteer may not be necessary, i.e. sporadic episodic volunteering, and one-time events; however, an agency is inviting troubles if they don't

at least take the time to have a one-on-one meeting with all potential volunteers.

A personal interview is the only effective way of getting acquainted with volunteers to find out what interests them, what they are suited for, and to plan with them for a particular job. Failure to adequately screen volunteers can result in:

- Liability issues for the agency, especially if the volunteers work with children.
- A volunteer acting in a manner that can be detrimental to the public perception of an agency
- A decline of morale amongst paid staff and other volunteers when they are put in a position of working with a poorly placed volunteer
- The poorly placed volunteer having a negative experience with the organization.

An organization should also consider conducting background and credit checks on volunteers that will be working with children and/or sensitive information.

Orientation

Orientation and training should not be confused. Orientation is a general introduction to the agency. Training addresses those skills needed to perform a specific task. Orientation can be formal or informal, individual or in a group, verbal or written. For episodic jobs, orientation may only consist of a short written or verbal overview of the project immediately before the project commences or mailed to volunteer participants prior to the start date.

For more formal volunteer placements, orientation can be an extension of your screening process. During this time, some volunteers realize that the situation is not what they had thought it would be. Allow the volunteer an opportunity to reject the job before a large investment is made. One or two hours is considered a good time allotment for orientation. Include your

paid staff and the other volunteers in the orientation whenever possible.

Suggested Volunteer Orientation Format:

- Overview of organization
- Philosophy and goals as they relate to the use of volunteers
- Rights and responsibilities of volunteers
- Importance of volunteers to the agency
- Tour of the office and information about parking and informal office procedures i.e. appropriate work attire.
- Outline of policies, regulations, etc., considered important to staff and volunteers. Show volunteers where they need to sign in when they report to their assignments.
- Informal social time with coffee and refreshments
- Encourage volunteers to ask questions and maintain an open line of communications
- This is also a good time to collect contact information from your new volunteers.
- Consider providing each volunteer with a “Welcome Folder” that contains organization information and items such as a welcome letter, job description, time sheets, organizational contact information, volunteer handbook, etc.

Training

Even if your volunteers come to you with all of the necessary skills to do the task you have assigned to them, you should never skip this step.

Training

- Is another step in the screening process

- Lets the volunteer know how your agency expects things to be done and the results that are desired.
- Helps to limit your organization's liability if property or persons are harmed as a result of your volunteer's activity. For this reason, it's good policy to have written documentation of all training given to volunteers. Have the volunteer sign and date the written documentation upon completion of the training.

Training Tips

- *Minimize the amount of time necessary for training. Volunteers and staff are busy people*
- *Make the presentation challenging and exciting*
- *Provide practical specific information*
- *Have "cheat sheets" available for future reference*
- *Listen to what your volunteers say they need to know/learn*
- *Don't forget to train volunteers on safety procedures and the location/use of safety equipment.*

Evaluations

Good managers evaluate their programs almost instinctively on a daily basis. These managers are in regular communication with their volunteers and have strong lines of communications established to ensure that problems are recognized and dealt with in a prompt manner. However, even these managers recognize the value of formal evaluations to promote program consistently and to reduce liability.

Formal evaluations provide documentation that you as an agency have a means by which you assess and improve your program. They provide valuable input that will allow you to tailor your program to particular needs. Volunteers are given an opportunity to express their opinions and to ensure that their time is used

wisely. Managers can identify volunteers that would like more responsibility and volunteers that are experiencing burnout or boredom. This is a great time to see if volunteers want more or less responsibility, or are interested in increasing or decreasing their hours. Managers can also use evaluations to identify training needs.

Recognition and Retention

Once volunteers are in place in an organization, there needs to be a plan to keep them there. Since they are not paid, volunteers will need other incentives to continue their service at your organization. For some volunteers, this motivation can be as simple as feeling needed and/or providing a needed service to the community. For others, the motivations are more complex and can involve socialization, recognition, enjoyable work, a strong commitment to a cause, or even just a free lunch. No one motivation is more or less valid than another; however, just recognizing that people may volunteer at your agency for a variety of reasons will help you design a program that will keep them motivated.

Recognition

Formal recognition in the form of banquets, awards ceremonies, and gifts are good ways to show appreciation for your volunteers But, recognition should also be ongoing and should be provided on a daily, monthly and yearly basis. Volunteers should be recognized at the completion of a special project, on their birthdays and on holidays. A special recognition should also be given to long-term volunteers at the end of their service.

Other Motivators

- Get to know your volunteers and greet them when they arrive at your agency. Make them a part of your staff not an appendage to it.
- Provide meaningful service positions for volunteers, not make-work positions or positions that do not relate to concrete achievements.
- Have tools, supplies and work areas ready for volunteers prior to their arrival on the worksite. Don't waste their time waiting for you to get your act together.
- Carefully match volunteer skills and interests to the jobs that you give them.
- Have clear, well explained volunteer assignments and provide feedback on a regular basis.
- Give volunteers avenues to grow within your agency. Consider adding responsibilities and challenges to volunteer jobs. Can some of your volunteers become trainers or supervisors of other volunteers?
- Invest in your volunteers as they are investing in you. Reward dependable volunteers with additional training opportunities. Include them in seminars and important meetings with staff.
- Many volunteers are looking for work experience. Think of ways that you can give them useful, résumé building opportunities.
- Write articles for newsletters, newspapers and blogs that highlight volunteer achievements.
- Always give credit where credit is due. Volunteers come to you with a wealth of skills, education and experience. Sometimes—many times-- they will know more than you do. Embrace it!

When It's Just Not a Good Fit

Even when every effort is made to place the right volunteer in the right position, there will be instances when it is no longer in the best interest of the organization or of the volunteer to maintain the working relationship.

If a volunteer's performance is at issue, the first thing to do is to talk to the volunteer and see if you can identify the reasons for the deficiency. Perhaps additional training is all that's needed. Other options might include re-assignment or referral to another more suitable agency. If a volunteer is getting too elderly or has health issues that are preventing them from performing their duties, consider retiring them with honor. This gives them a graceful way out. Many times they are relieved to be let off the hook and are appreciative when management takes the initiative.

If you find you need to fire a volunteer, it's best to document your reasoning for the termination whenever possible. You should also analyze if the termination is a result of failures in your screening process. If so, you should take immediate actions to remedy the situation.

The best way to fire any person is to be fair, honest and to the point. Don't allow the conversation to become a debate. Make it clear that the person is no longer a volunteer with your agency and, if necessary, define what areas of the organization will no longer be accessible by the former volunteer.

Part

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Appendix

BHSU RSVP Forms

All BHSU RSVP enrollment forms, MOUs, on-line time entry instructions, supplemental insurance brochure, and time sheets can be downloaded at:

www.BHSU.edu/RSVP under the *Resources* tab.

Hardcopies can be obtained by contacting the BHSU RSVP Office:

BHSU RSVP
1200 University Street, Unit 9089
Spearfish, SD 577799-9089

RSVP@BHSU.edu

1-877-293-0039/ 605-642-5198