

TABLE OF CONTENTS

	PAGE
FOREWORD TO THE SECOND EDITION	i
ACKNOWLEDGEMENTS	ii
I. INTRODUCTION - A GUIDE TO THIS MANUAL	1
To The Manager Of Volunteers	1
To Boards And Senior Management	1
Structure Of This Manual	2
On Using This Manual	3
II. VOLUNTEERING IN THE 1990'S - WHY Policy-making HAS BECOME CRITICAL	4
Volunteerism And Change	4
Value And Complexity	5
Management And Liability	6
III. POLICY	7
Definitions of Policy and Procedure	7
Benefits of Policies	9
Types of Policy	10
Levels Of Policy	13
The Team Approach To Policy Development	14
Direction Of The Policy Development Process	15
IV. THE ROLE OF BOARDS AND SENIOR MANAGEMENT	16
Ultimate Responsibility - The Board of Directors	16
The `Age Of Suits'	16
Boards and the Volunteer Program	17
Executive Directors - The Importance of Leadership	17
Personal And Organizational Liability	18
Additional Benefits Of Policy Development	19
1. A More Effective Program	19
2. Effectiveness Can Be Contagious	19
3. The Principle of Reciprocity - Boards Too Can Be More Effective	19
V. GENERAL POLICIES FOR THE VOLUNTEER PROGRAM	20
Philosophy Of Involvement - Why Are Volunteers Here?	21
The Right To Volunteer	22
Definition Of `Volunteer'	23
The Importance Of Language	25
Special Case `Volunteers' - Students, Court Referrals, Loaned Executives	25
Clients As Volunteers	26
Employees As Volunteers	26

..../

TABLE OF CONTENTS - Page 2

	PAGE
V. GENERAL POLICIES FOR THE VOLUNTEER PROGRAM - cont'd.	
Allocation of Resources	26
Representation In Decision-Making	27
Policies About Policies	27
Multiculturalism/Anti-Racism	29
AIDS And Other Communicable Diseases	30
Sexual Harassment	32
Access To Information	32
Confidentiality	33
Conflict Of Interest	34
Use Of Organizational Affiliation	35
Speaking On Behalf Of The Organization	35
Alcohol/Drugs	36
Volunteer - Client Relationships	36
Right of Refusal	37
Volunteer - Paid Staff Relations	37
VI. SPECIFIC POLICIES WITHIN THE VOLUNTEER PROGRAM	38
Paid Versus Unpaid Work - Who Should Do What Work?	40
Job Design/Job Descriptions	40
Health and Safety - Working Conditions For Volunteers	42
Recruitment	43
1. Community Representation	43
2. Discrimination	43
3. Affirmative Action	43
4. Special Needs Volunteers	44
5. Recruitment Of Minors	45
6. The Importance Of Recruitment	45
Interviewing	45
Screening	45
Background Check	46
1. Police Check	46
2. Personal/Professional Reference Checks	47
3. Permission To Divulge Sources	47
Criminal Record/Community Service Order	47
Certification Of Qualification	48
Placement	49
Probation	49
Acceptance Of Appointment	50
Orientation	50
Training	50
Continuing Education	51
	.../

TABLE OF CONTENTS - Page 3

	PAGE
VI. SPECIFIC POLICIES WITHIN THE VOLUNTEER PROGRAM - cont'd.	
Volunteer Recognition	51
1. Volunteer Awards	52
2. Reimbursement - Enabling Funds	53
3. `Perks'	54
4. Recognition of Volunteers By Paid Staff	54
5. Volunteer Mobility	55
6. Recognizing Paid Staff Who Work With Volunteers	55
Supervision	55
Attendance Records	56
Absence	56
Leave of Absence	56
Performance Review/Evaluation	56
Evaluating Board Members	58
Volunteer Dismissal	58
1. Progressive Discipline	58
2. Immediate Dismissal	59
Grievance/Complaint Procedure	60
Volunteer Records	61
Volunteer Program Evaluation	62
Dress Code	62
Identification	62
Unions	63
Strikes	63
1. To Involve Volunteers?	63
2. What Work?	64
3. Which Volunteers?	64
4. Picket Line	64
5. Volunteer Supervision During A Strike	64
Insurance	65
VII. THE SEVEN STEPS IN POLICY DEVELOPMENT FOR VOLUNTEER PROGRAMS	 67
Step 1. Volunteers? Here?	67
Step 2. Volunteers? So What?	68
Step 3. You Want What? Board Time?	68
Step 4. Volunteers? Why?	69
Step 5. Develop Policies	69
Step 6. Develop Procedural Guidelines, Standards	70
Step 7. Monitor Review, Revise	70
Diagram: The Seven Steps in Policy Development	71

.../

TABLE OF CONTENTS - Page 4

	PAGE
VIII. THE HOW TO'S OF WRITING POLICY	72
1. Get Some Help	72
2. What Policies Do We Need?	72
3. Prioritizing	73
4. The Development and Approval Process	74
5. Tracking Policies Through Development	74
6. Writing Policies	75
7. Policy Review	76
 FORMS	 77
Figure 1. Policy Checklist	78
Figure 2. Priorities For Policy Development	79
Figure 3. Policy Form	80
Figure 4. Tracking The Policy Development Process	81
Figure 5. Review Schedule	82
 IX. CONCLUDING COMMENTS	 83
 X. ENDNOTES	 84
 XI. BIBLIOGRAPHY	 87
 XII. POLICY MANUALS CONSULTED	 91