Contents

1 Personal and Organizational Philosophy about Volunteeri Introduction to the Executive Role Worksheet: Personal Volunteer History	ng
Worksheet: Personal Volunteer History	8
	9
Idea Stimulator: What Are My Beliefs about Volunteering?	14
Self-inquiry: The Value of Volunteers for Our Organization	15
Key Concept: Creating a Statement of Philosophy on Volunteer Engagement	19
Action Steps: Creating a Statement of Philosophy on Volunteer Engagement	20
Example: Sample Statements of Philosophy from Various Organizat	tions . 23
Worksheet: Making the Statement of Philosophy a Living Documer	nt 27
Executive Self-Assessment: <i>Do I create and support a strong philosophy of volunteer engagement with these actions?</i>	29
2 Planning for Volunteer Engagement	
Introduction to the Executive Role	32
Worksheet: Questions to Answer Before Planning (or Redesigning) Volunteer Involvement	33
Checklist: Organizational Readiness to Engage Volunteers or Expand Volunteer Involvement	35
Action Steps: Planning a Volunteer Involvement Strategy	36

Action Steps: Align/Create Volunteer Positions in Response

Idea Stimulator: A Starting Point for Forming Policies Related to

3 Budgeting for and Funding Volunteer Involvement

Introduction to Executive Role
Worksheet: Budgeting for Volunteer Involvement
Checklist: Other Resource Allocation
Key Concept: Challenges in Raising Funds to Support Volunteer Involvement
Worksheet: Key Questions to Think through before Contacting Potential Funders
Key Concept: Where to Research Potential Funding for Volunteer Involvement
Key Concept: Constructing a Case Statement for Donors to Support Volunteer Engagement
Worksheet: Preparing to Respond to Possible Donor Objections 64
Key Concept: Talking Points to Gain Donor Support for Volunteer Involvement
Self-Inquiry: Methods for Raising Funds for Volunteer Involvement 68
Idea Stimulator: Three Questions about Connecting Time and Money Donors
Idea Stimulator: Inviting Volunteers to Consider a First-Time Financial Contribution
Action Steps: Gifts in Honor of Volunteers
Executive Self-Assessment: Do I budget and seek funding for volunteer involvement with these actions?

4 Hiring and Placing Staff to Lead Volunteer Engagement

Introduction to the Executive Role
Key Concept: Why Designate or Hire a Leader of Volunteer
Involvement?
Key Concept: Models of Staffing Volunteer Engagement

Checklist: Potential Responsibilities of a Leader of Volunteer Checklist: Skills, Knowledge and Experience Needed to Idea Stimulator: Considerations in Choosing a Title for the Idea Stimulator: Considerations in Setting the Salary of the Idea Stimulator: Considerations in Where to Place the Leader Key Concept: Why Place the Director of Volunteer Involvement Key Concept: Places to Find Candidates for the Position of Idea Stimulator: Potential Interview Questions for Hiring a Executive Self-Assessment: Do I hire and place the best person to lead

5 Creating a Management Team for Volunteer Involvement

Introduction to the Executive Role
Self-Inquiry: Assessing Organizational Team Culture: How We Support Volunteer Involvement
Key Concept: The Case for Initiating a Management Team for Volunteer Involvement
Action Steps: Developing a Management Team for Volunteer Involvement
Idea Stimulator: Potential Challenges in Building a Successful Management Team for Volunteer Involvement
Executive Self-Assessment: <i>Do I create and sustain management team support for volunteer involvement with these actions?</i>

6 Building Staff Commitment and Competency to Partner with Volunteers

Introduction to the Executive Role
Self-Inquiry: Executive Perspective on Strengthening Staff Partnerships with Volunteers
Survey: Assessing Staff Commitment to Partner with Volunteers 120
Checklist: How Executives Ensure that All Staff Are Clear on What Is Expected from Them in Working with Volunteers
Idea Stimulator: Staff Actions in Partnering with Volunteers 124
Example: Staff Actions in Partnering with Volunteers
Idea Stimulator: Building Staff Competence through Training 127
Survey: Determining Staff Training Needs for Working with Volunteers
Idea Stimulator: Ways to Show Appreciation for Staff Excellence in Partnering with Volunteers
Executive Self-Assessment: <i>Do I ensure staff commitment and competency in volunteer engagement with these actions?</i>

7 Integrating Volunteers throughout the Organization

Introduction to the Executive Role
Key Concept: Integrating Volunteers throughout the Organization 140
Idea Stimulator: Mutual Expectations between the Volunteer Involvement Staff and All Staff/Departments Partnering with Volunteers
Collaboration Strategy: Volunteer Involvement and the Board of Directors
Collaboration Strategy: Volunteer Involvement and Senior Executives/Administrators
Collaboration Strategy: Volunteer Involvement and Programs/Services
Collaboration Strategy: Volunteer Involvement and Personnel, Human Resources, and Staff Education

Collaboration Strategy: Volunteer Involvement and Development, Fundraising and Special Events
Collaboration Strategy: Volunteer Involvement and Public Relations, Marketing, Community Outreach, Website and Social Media 158
Collaboration Strategy: Volunteer Involvement and Information Technology
Collaboration Strategy: Volunteer Involvement and Advocacy, Public Education, and Government Relations
Collaboration Strategy: Volunteer Involvement and Finance/ Accounting
Collaboration Strategy: Volunteer Involvement and Legal Compliance and Risk Management
Collaboration Strategy: Volunteer Involvement and Maintenance, Security, and Physical Plant
Worksheet: A Guide to Expanding Volunteer Engagement
Checklist: Starter Set of Ideas for Volunteer Talent to Support <i>You</i> —the Executive!
Executive Self-Assessment: <i>Do I integrate volunteers throughout the organization with these actions?</i>

8 The Board's Role in Volunteer Engagement

Introduction to the Executive Role
Key Concept: Why Volunteer Involvement Deserves Attention from the Board of Directors
Checklist: 21 Ways a Board Can Demonstrate Support for Volunteer Involvement
Idea Stimulator: Ways to Engage the Board of Directors in Volunteer Involvement
Idea Stimulator: Questions the Board Might Ask to Keep Informed about Volunteers
Executive Self-Assessment: <i>Do I facilitate the engagement of our board of directors in volunteer involvement with these actions?</i> 180

9 Ensuring Legal Compliance and Managing Risk When Involving Volunteers

Introduction to the Executive Role
Checklist: Are Volunteers Included in Our Legal and Risk Planning? . 185
Action Steps: Limiting Risk in Volunteer Involvement
Example: Sample General Policy Statement on Risk Management 193
Key Concept: Create a Risk-Aware Corporate Culture
Idea Stimulator: Some Questions to Ask Your Attorney or Legal Department
Idea Stimulator: Stereotypes, Misinformation, and Poor Advice Sometimes Expressed by Legal Advisorsand Suggestions for Executive Response to Them
Executive Self-Assessment: <i>Do I ensure legal compliance and proper risk management of volunteer involvement with these actions?</i> 198

10 Monitoring, Evaluating, and Improving Volunteer Involvement

	Introduction to Executive Role
	Idea Stimulator:15 Reasons to Evaluate Volunteer Involvement 203
	Checklist: Possible Questions for Assessing Volunteer Involvement 204
	Key Concept: Ways to Value Volunteer Contributions
	Key Concept: Four Methods of Evaluating Volunteer Involvement 208
	Executive Self-Assessment: <i>Do I monitor and evaluate volunteer</i> <i>involvement with these actions?</i>
B	ibliography and Other Volunteerism Resources
A	bout the Authors