

# Table of Contents

## Overview

<i>Introduction</i> .....	i
<i>What Is the Volunteer Management Audit?</i> .....	ii
<i>How Is this Book Organized?</i> .....	ii
<i>For Whom Is the Audit Designed?</i> .....	ii

## Part I: Audit Instructions

<b>Phase 1: Planning for the Audit</b> .....	<b>3</b>
<i>Determine Your Resources</i> .....	3
<i>How Long Will This Take, Really?</i> .....	4
<i>Gain Support for Conducting the Audit</i> .....	4
<i>Be Alert to Real Feelings</i> .....	7
<i>Selecting the Audit Team</i> .....	8
<b>Phase 2: Reviewing Materials</b> .....	<b>9</b>
<i>Compilation</i> .....	9
<i>Analysis</i> .....	9
<i>After the Review</i> .....	12
<b>Phase 3: Gathering Constituent Opinions</b> .....	<b>13</b>
<i>Sequence of Steps</i> .....	13
<i>Audit Teams</i> .....	14
<i>Scoresheet Instructions: Complete Version</i> .....	14
<i>Scoresheet Instructions: Abbreviated Version</i> .....	15
<i>Point of View</i> .....	15
<i>Some Variations</i> .....	16
<i>A Speical Note to Those Using the Audit as a Starting Point in Developing a Volunteer Program</i> .....	17
<i>Tallying the Scores: Complete Audit</i> .....	18
<i>Tallying the Scores: Abbreviated Audit</i> .....	19
<i>Thank Your Teams</i> .....	19
<i>Sample Thank You Note</i> .....	19

<b>Phase 4: Analyzing the Data</b> .....	<b>21</b>
<i>Moving from Information to Useful Analysis</i> .....	21
<i>Reporting the Assessment</i> .....	22
<i>More Thank You's</i> .....	22
<i>Sample Assessment Report</i> .....	23
<b>Phase 5: Developing an Action Plan</b> .....	<b>29</b>
<i>Steps to Developing an Action Plan</i> .....	29
<i>Word about Performance Evaluation</i> .....	30
<i>Resources to Help You Develop or Strengthen Your Volunteer Program</i> .....	30
<b>Special Uses of the Audit</b> .....	<b>33</b>
<i>By a Volunteer Center or Other Volunteerism Consultant</i> .....	33
<i>By an Association of Volunteer Program Managers (DOVIA)</i> .....	34
<i>For Use in an Academic Course</i> .....	35

## Part II: Audit Tools

A. <i>Volunteer Management Audit Scoresheet (complete)</i> .....	A1-A40
B. <i>Volunteer Management Audit Scoresheet (abbreviated)</i> .....	B1-B11
C. <i>Handout: The 12 Elements of Volunteer Management</i> .....	C1-C2
D. <i>Handout: Teaser Checklist: Are We Doing the Best We Can with     Volunteer Involvement?</i> .....	D1
E. <i>Handout: Critical Assessment Questions</i> .....	E1
F. <i>Action Planning Worksheet</i> .....	F1-F4