

## VOLUNTEER MANAGEMENT QUESTIONNAIRE

### SCORING FORMAT

#### Topics 1 to 7

1. **A** = current situation – where are we now?
2. **B** = Future desired position. At the end of the planning period (could be 6, 12, 18 months or longer) = where do we need to be in the future?
3. **C** = Gap between the current position and the future desired position
4. **Calculate** the average for each section by adding the scores and dividing the number of scores in that section.
5. **Summarise** all the scores across all aspects of the toolkit in a summary table. This provides you with a high level overview of your organisation.
6. Once you have **completed** the results table determine which topics have high priority to address.

**The areas with the largest gap score and the highest importance to the organisation should be targeted first.**

<b>1. BOARD OF TRUSTEES AND MANAGEMENT</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1.	Do your Board and Management acknowledge and support the vital role of volunteers in achieving the organisation's aims and objectives?			
2	Does the organisation's planning process incorporate volunteer involvement?			
3	Does the organisation's annual plan include objectives for the Volunteer Programme, which is reviewed regularly?			
4	Does the organisation value volunteering and volunteers?			
5	Is a budget allocated for volunteer involvement?			
6	Is appropriate insurance in place to minimise volunteer liability and cover volunteers for their activities?			
7	Is volunteer involvement evaluated regularly? If so, how?			
8	Does your organisation have a range of opportunities for volunteers?			
9	Is the organisation open to involving volunteers from a wide range of backgrounds and abilities?			
	<b>Totals</b>			
	<b>Totals divided by 9</b>			
	<b>Carry over to Results 1</b>			

<b>2. VOLUNTEER POLICY</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1	Does the organisation have a Volunteer Policy which forms the basis of your entire volunteer programme?			
2	<p>Does your policies include the following areas:</p> <ul style="list-style-type: none"> <li>• Volunteer Recruitment and selection</li> <li>• Equal opportunity and diversity</li> <li>• Job description</li> <li>• Volunteer handbook</li> <li>• Induction</li> <li>• Support and supervision</li> <li>• Training and development</li> <li>• Insurance, health and safety</li> <li>• Volunteer expenses</li> <li>• Screening / checks</li> <li>• Confidentiality</li> <li>• Grievance procedures</li> <li>• Disciplinary procedures</li> <li>• Participation in decision making</li> <li>• Volunteer records</li> </ul>			
3	Are there agreed enquiry, application and communication processes for volunteers?			
4	Do you keep records of volunteer involvement and service?			
5	Are there clear guidelines for relationships between paid staff and volunteers?			
6	Does your organisation have a proper recruitment/selection and development procedures in place?			
7	Has the organisation considered which types of convictions/disciplinary actions?			
	<b>Totals</b>			
	<b>Totals divided by 7</b>			
	<b>Carry over to Results 2</b>			

<b>3. VOLUNTEER ROLES</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1	Do your volunteer roles support the overall purpose and direction of the organisation and involve volunteers in meaningful ways that reflect their abilities, needs and backgrounds?			
2	Are volunteers and staff consulted when developing new volunteer roles?			
3	Do all volunteer roles have written task outlines that include duties, responsibilities, skills needed, time required and benefits?			
4	Are lists of necessary skills, attitudes, experience and availability included with task outlines?			
5	Are volunteer roles developed that reflect the needs of the organisation and the needs of volunteers?			
6	Are volunteer roles reviewed periodically with staff and volunteers to ensure relevance and value?			
7	Can volunteers with special requirements or challenges become involved with the organisation?			
8	Are levels of risk assessed and minimised for all volunteer assignments?			
	<b>Totals</b>			
	<b>Total divided by 8</b>			
	<b>Carry over to Results 3</b>			

<b>4. RECRUITMENT AND SELECTION</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1	Are recruitment messages realistic and clear about what volunteers can expect from the role(s)?			
2	Do recruitment messages advise that screening procedures (police checks) are in place?			
3	Are people interested in volunteering provided with clear information about: The types of voluntary work available? The application and selection process Whether there is compulsory training?			
4	Are genuine efforts made to recruit and select volunteers from a broad range of backgrounds and experiences, to represent the community served by the organisation?			
5	Has the volunteer been given a summary of the organisation's expectations/responsibilities of volunteers?			
6	Does the organisation have clear criteria in terms of skills and abilities needed, against which it assesses volunteers' suitability for particular roles?			
7	Is feedback given to volunteers whose applications have been turned down?			
8	At some point in the recruitment procedure, is time given to explore the individual's reasons for volunteering?			
9	Are staff and volunteers open to diversity amongst their co-workers?			
	<b>Totals</b>			
	<b>Totals divided by 9</b>			
	<b>Carry over to Results 4</b>			

<b>5. INDUCTION</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1	Do volunteers receive an induction to the organisation, its policies and procedures, and receive training for their voluntary role?			
2	Do volunteers receive information on this history, mission and structure of the organisation?			
3	Are volunteers given adequate training for performing their role without putting themselves or others at risk?			
4	Do volunteers have ongoing training opportunities to upgrade their skills and to learn about changes in the organisation?			
5	Are volunteers informed about what insurance cover is in force and what they need to do in order to remain covered by insurance?			
6	Are volunteers advised of, and understand, guidelines for addressing situations where volunteers act in discriminatory ways, or where volunteers themselves are in receipt of such treatment?			
7	Are volunteers advised of and understand the procedure to use if they wish to complain about their treatment by staff, users, committee members or other volunteers?			
8	Are volunteers informed of what expenses can be claimed, and the procedure for reimbursement?			
9	Do you offer a reference of their achievement?			
	<b>Totals</b>			
	<b>Totals divided by 9</b>			
	<b>Carry over to Results 5</b>			

<b>6. SUPERVISION</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1	Do volunteers receive appropriate levels of supervision according to their role and are they given regular opportunities to receive and give feedback?			
2	Where volunteers' work is emotionally demanding, are opportunities freely available for them to 'unload' and discuss any concerns?			
3	Are volunteers given and encouraged to use mechanisms for providing input to the organisation e.g. being encouraged to give their views on the organisation's work?			
4	Are volunteers gaining a sense of achievement and contributing to goal setting?			
5	Are volunteers informed of all relevant changes in the organisation that may affect their role?			
6	Are records kept for each volunteer, using a confidential, secure system?			
7	Is knowledge of volunteers' personal details restricted to those who need it and passed on only with volunteers' consent?			
8	Do situations requiring reprimand or dismissal follow policies and procedures fairly and consistently, while respecting the safety and dignity of all concerned?			
9	Are the staff who supervise volunteers trained in managing volunteers?			
	<b>Totals</b>			
	<b>Totals divided by 9</b>			
	<b>Carry over to Results 6</b>			

<b>7. REWARD AND RECOGNITION</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1	Are the contributions of volunteers regularly acknowledged with formal and informal methods of recognition?			
2	What informal methods of recognition do you have for volunteers?			
3	Do you enter your volunteers in national awards/recognition schemes?			
4	Do you use links with the community to gain recognition for individuals and teams of volunteers?			
5	Do you acknowledge volunteers' contributions informally in a timely and appropriate manner?			
6	Is fun and celebration part of your volunteer programme?			
	<b>Totals</b>			
	<b>Totals divided by 6</b>			
	<b>Carry over to Results 7</b>			



<b>8. VOLUNTEERS INTEGRATION INTO THE ORGANISATION</b>				
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>
1	Are volunteers welcomed and treated as valuable and integral members of the organisation's human resources?			
2	Is paid staff given training and recognition for working effectively with volunteers?			
	Is paid staff trained to provide volunteers with appropriate support?			
3	Is input from volunteers welcomed and used for the organisation's planning and evaluation?			
4	Are volunteers encouraged to develop within the organisation?			
5	Are volunteers treated as equal members of the team?			
	<b>Total</b>			
	<b>Totals divided by 5</b>			
	<b>Carry over to Result 8</b>			

<b>9. WHEN VOLUNTEERS MOVE ON</b>				
		<b>A</b> Where are we now?  1-5	<b>B</b> Where do we need to be?1-5	<b>C</b> <b>GAP</b>  <b>B-A</b>
1	Do you offer a reference and/or other statement of their achievements, when volunteers leave the organisation who have made a regular commitment to it?			
2	Do you always endeavour to undertake an exit interview for each volunteer to ascertain their reasons for leaving and obtain their feedback on their time with the organisation?			
3	Do you address issues e.g. bullying, lack of development opportunities to prevent them from recurring?			
	<b>Totals</b>			
	<b>Totals divided by 3</b>			
	<b>Carry over to Result 9</b>			

RESULTS					
		<b>A</b> Where are we now? 1-5	<b>B</b> Where do we need to be? 1-5	<b>C</b> <b>GAP</b> <b>B-A</b>	<b>How</b> <b>important is</b> <b>this section</b> <b>in your</b> <b>organisation?</b>
Result 1	BOARD OF TRUSTEES AND MANAGEMENT		5		
Result 2	VOLUNTEER POLICY		5		
Result 3	VOLUNTEER ROLES		5		
Result 4	RECRUITMENT AND SELECTION		5		
Result 5	INDUCTION		5		
Result 6	SUPERVISION		5		
Result 7	REWARD AND RECOGNITION		5		
RESULT 8	VOLUNTEERS INTEGRATION IN THE ORGANISATION		5		
RESULT 9	WHEN VOLUNTEERS MOVE ON				
	<b>TOTALS</b>				
<p><b>How did you score?</b></p> <p><input type="checkbox"/> Excellent</p> <p><input type="checkbox"/> Ok</p> <p><input type="checkbox"/> Need assistance</p> <p>The areas with the largest gap score and the highest importance to the organisation should be targeted first.</p>					

**Resources** - Courtesy of Dudley CVS Volunteer Centre – [vb@dudleycvs.org.uk](mailto:vb@dudleycvs.org.uk) – [www.dudleycvs.org.uk](http://www.dudleycvs.org.uk)