Volunteer Program Assessment Tool
All volunteer programs begin somewhere.

3 Stages of the Volunteer Program

Use this assessment tool to identify the current stage (Nascent, Emerging, Mature) of your volunteer program.

NASCENT ➤ EMERGING ➤ MATURE

In the Nascent stage, the program is just coming into existence and beginning to display signs of future potential. In the Emerging stage, the program is becoming more prominent and established. In the Mature stage, the program has reached the most advanced point of development.
There is no existing process to identify program needs, priorities, supervision, or training for volunteer positions or the process tends to be reactive rather than proactive (focused on addressing immediate needs; limited long-term planning).

Each staff member is separately in charge of volunteer coordination with no set procedures. No one entity exists to oversee the planning process.

The volunteer coordinator does not conduct a needs assessment and determines needs in a reactive manner.

There is no existing budget for the volunteer program.

The plan in place to support, evaluate and acknowledge is reactive, responding to issues as they arise.

A standardized process is in place to identify program needs, priorities, supervision, and training for volunteer positions.

Staff is well aware of the procedure for requesting a volunteer, training, and supervising a volunteer.

One person has responsibility for coordinating volunteers and that is one of their main job responsibilities (i.e., Volunteer Coordinator).

The volunteer coordinator conducts a needs assessment, determines feasibility of hosting a volunteer, and ensures roles are clearly defined.

The existing budget covers program needs and volunteer recognition.

A clear plan and timeline is in place for supporting, evaluating and acknowledging volunteers.

<table>
<thead>
<tr>
<th>Planning</th>
<th>NASCENT</th>
<th>EMERGING</th>
<th>MATURE</th>
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</thead>
<tbody>
<tr>
<td>There is no existing process to identify program needs, priorities, supervision, or training for volunteer positions or the process tends to be reactive rather than proactive (focused on addressing immediate needs; limited long-term planning).</td>
<td>The existing process is somewhat routine.</td>
<td>A standardized process is in place to identify program needs, priorities, supervision, and training for volunteer positions.</td>
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<tr>
<td>Each staff member is separately in charge of volunteer coordination with no set procedures. No one entity exists to oversee the planning process.</td>
<td>Not all staff are aware of the process for identifying a program need, requesting a volunteer, training, and supervising a volunteer.</td>
<td>Staff is well aware of the procedure for requesting a volunteer, training, and supervising a volunteer.</td>
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<tr>
<td>The volunteer coordinator does not conduct a needs assessment and determines needs in a reactive manner.</td>
<td>One person has responsibility for coordinating volunteers, but serves additional roles within the organization (i.e., HR Coordinator or Resettlement Manager).</td>
<td>One person has responsibility for coordinating volunteers and that is one of their main job responsibilities (i.e., Volunteer Coordinator).</td>
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<tr>
<td>There is no existing budget for the volunteer program.</td>
<td>The volunteer coordinator inquires about staff volunteer needs, but does not ensure the clearly defined volunteer roles or whether the department is in a position to host a volunteer.</td>
<td>The volunteer coordinator conducts a needs assessment, determines feasibility of hosting a volunteer, and ensures roles are clearly defined.</td>
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<tr>
<td>The plan in place to support, evaluate and acknowledge is reactive, responding to issues as they arise.</td>
<td>The existing budget covers most program needs, but not extraordinary expenses.</td>
<td>The existing budget covers program needs and volunteer recognition.</td>
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<td>The plan in place to support, evaluate and acknowledge volunteers is somewhat routine.</td>
<td>A clear plan and timeline is in place for supporting, evaluating and acknowledging volunteers.</td>
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</table>
Recruitment & Placement

**NASCENT**
- There is no existing recruitment plan or plan is reactive, focused on immediate needs.
- Each staff member is in charge of recruiting his or her own volunteer(s).
- There is little to no engagement with external entities for recruitment purposes.
- Staff do not respond to queries about open volunteer positions in a timely manner.
- The volunteer coordinator does not maintain a candidate database.
- Volunteer job descriptions are still being created/modified.
- Volunteers are unaware of the stages and timing in the recruitment process.
- Volunteers serve in multiple roles at once (volunteer/intern, volunteer/staff).
- Overall, the office has a limited supply of volunteers and staff is overburdened.

**EMERGING**
- The existing recruitment plan is somewhat routine.
- The volunteer coordinator has multiple roles within the organization and recruits when possible.
- The volunteer coordinator inconsistently engages with external entities for recruitment purposes or always recruits from the same entity.
- The volunteer coordinator takes several days to respond to queries.
- Volunteer job descriptions are easily accessible and mostly established.
- The volunteer coordinator infrequently updates the candidate database.
- Volunteers are informally interviewed and candidates are somewhat informed about the process.
- Less strain is felt on existing staff.

**MATURE**
- A standardized recruitment plan is in place and adhered to by all staff members.
- The volunteer coordinator is responsible for recruiting volunteers.
- The volunteer coordinator hosts ongoing information sessions to inform the community about the organization’s work and volunteer opportunities.
- The volunteer coordinator ensures volunteers are recruited from a variety of entities.
- The volunteer coordinator responds to queries within 72 hours.
- Volunteer job descriptions are clearly defined and easily accessible.
- The volunteer coordinator has an updated candidate database.

Orientation & Training

**NASCENT**
- In some cases, no official orientation or training is provided. Instead, the volunteer is asked to read about the organization online or given printed material.
- Staff rely on other volunteers to train the newly hired volunteer or total training provided by staff is less than two hours.

**EMERGING**
- Several hour orientations occur on a somewhat regular basis.
- Position-specific training occurs.
- Orientation dates are posted on the organization’s website and/or social media page, and candidates and staff are made aware of the schedule.

**MATURE**
- Comprehensive and interactive orientations occur on a regular basis.
- Position-specific training is provided.
Support

NASCENT
- Staff receive little to no training on volunteer roles and supervision requirements.
- Supervisory roles are unclear and volunteer check-ins are either non-existent or occur on an irregular basis.
- Volunteers receive little or no feedback on their performance.
- Volunteers receive little or no recognition for their service.

EMERGING
- Staff sometimes receive training on volunteer roles and supervision requirements.
- Supervisors have irregular check-ins with volunteer(s).
- Scheduling policies (late or no shows, time allotments, etc.) are developed but inconsistently enforced/monitored.
- Volunteers infrequently receive feedback on their performance.
- Volunteers sometimes receive recognition for their service.

MATURE
- Staff receive training on volunteer roles and supervision requirements.
- Supervisors have at least monthly check-ins with volunteer(s).
- Volunteer quality and performance is uniformly evaluated and feedback provided.
- A year-long recognition plan is in place to adequately thank volunteers for their contributions to the organization.
- Volunteers are recognized on a regular basis.

Post-Service

NASCENT
- Exit interviews are rarely conducted and volunteers rarely receive a feedback survey.
- Staff and clients do not provide feedback on volunteer management practices.
- Volunteers leave the organization without being recognized for their contributions.
- There is no post-service engagement plan in place or it tends to be reactive.

EMERGING
- Exit interviews are sometimes conducted and volunteers sometimes receive a feedback survey.
- Staff and clients are irregularly asked to provide feedback on volunteer management practices.
- Some volunteers are recognized for their contributions, but it depends on the supervisor.
- The volunteer coordinator sometimes engages with former volunteers post-service.

MATURE
- Exit interviews are conducted with both the volunteer’s supervisor and the volunteer coordinator. Every volunteer completes a feedback survey.
- Staff and clients complete a feedback survey on a bi-annual basis.
- Every volunteer is recognized (via a thank you letter, certificate, etc.). Volunteer coordinator and/or supervisor provides reference, if merited.
- A post-service engagement plan is in place and former volunteers are sent organizational updates, event invitations, engaged in leadership/training roles, and notified of ways to donate.
Directions: Add up your total checkmarks from each column and write them below. The highest number is the stage your program falls under:

<table>
<thead>
<tr>
<th>TOTAL</th>
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**NASCENT**
If your program is in the Nascent stage, please refer to the Volunteer Management Manual – Introduction and Five Stages on our website. If you have further questions on improving your volunteer program, contact EURITA at eurita@rescue.org for technical assistance.

**EMERGING**
If your program is in the Emerging stage, please refer to the Volunteer Management Manual – Resource Library on our website. If you have further questions on improving your volunteer program, contact EURITA at eurita@rescue.org for technical assistance.

**MATURE**
If your program is in the Mature stage, keep up the good work! For more information on best practices, please refer to the Volunteer Engagement & Management section on the Community Engagement page of our website.

[www.eurita.org](http://www.eurita.org)