<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>05</td>
<td>Volunteer Coordinators Are Key</td>
</tr>
<tr>
<td>06</td>
<td>Role of a Volunteer Coordinator</td>
</tr>
<tr>
<td>08</td>
<td>Terminology</td>
</tr>
<tr>
<td>09</td>
<td>5 Stages of a Volunteer Life Cycle</td>
</tr>
<tr>
<td>12</td>
<td>Planning</td>
</tr>
<tr>
<td>14</td>
<td>Recruitment and Placement</td>
</tr>
<tr>
<td>18</td>
<td>Orientation and Training</td>
</tr>
<tr>
<td>20</td>
<td>Support</td>
</tr>
<tr>
<td>22</td>
<td>Post-Service</td>
</tr>
</tbody>
</table>
Volunteer coordinators are key to the work carried out to respond to the needs of clients. This manual has been developed to provide guidance to volunteer coordinators (who are paid staff and not volunteers themselves), those who supervise them and all individuals who manage volunteer operations within their program. This resource offers an overview of the five stages of a volunteer and intern life cycle, standardized operational tools and resources, guidance on how to track data and metrics and general support information that you can use to ensure your volunteer operations are a success.
The Role of a Volunteer Coordinator

The Volunteer Coordinator is responsible for managing all elements of volunteer operations. This includes:

01 Assessing volunteer and intern needs in the program or project
02 Recruiting and placing volunteers and interns
03 Supporting the work of volunteers and interns
04 Recognizing volunteers, interns, and staff
05 Creating post-engagement activities for alumni, volunteers and interns

The Sample Volunteer Coordinator Job Description can be found on page 3 of the Volunteer Coordinator Resource Library.
Understanding the unique Stages of a Volunteer and Intern Life Cycle provides the foundation upon which a Volunteer Coordinator can most effectively and successfully manage volunteers and interns. On the following page, the Process Map gives a brief overview of the 5 Stages of a Volunteer and Intern Life Cycle which include:

1: Planning
2: Recruitment & Placement
3: Orientation & Training
4: Support
5: Post-Service

Terminology

**VOLUNTEER**
A volunteer provides services to the organization without compensation.

**TRAINING**
The process of teaching a volunteer or intern specific skills that will help them be successful in their position.

**ORIENTATION**
A session that provides information on the organization’s history, program policies and confidentiality, and communication guidelines for volunteers and interns. Each volunteer and intern is required to attend an orientation.

**INTERN**
An intern is a current student or recent graduate enrolled or affiliated with an educational institution who is working temporarily with the organization to enhance his/her educational experience.
1. Office identifies volunteer/intern needs
   - Position descriptions created
   - Supervisory and training plan developed

2. Recruitment outreach to community (information session, advertising opportunities on website, etc.)
   - Candidate(s) approaches organization
   - Organization approaches candidate(s)
   - Candidate(s): 1. Submit volunteer application 2. Attend interview with local office 3. Complete required paperwork

3. Initial orientation provided for accepted volunteers/interns
   - Agreement and enrollment forms submitted by volunteer/intern
   - Program specific training by supervisor

4. Support for volunteers/interns
   - Ongoing one-on-one check-ins with supervisors
   - Guidance on midpoint evaluations for volunteers/interns

5. Support for staff
   - Connection to greater organization volunteer/intern community through appreciation gatherings and events

Post-Service
- Exit protocol (interview/survey, evaluation)
- Thank you/reference letter
- Post-service engagement (newsletters, events, appeals, etc.)
- Returning volunteer/intern
- Potential volunteer or intern leader/trainer
- Organization advocate
- Transition to donor
The Planning stage is a Volunteer Coordinator’s starting point. Determining the overall volunteer and intern needs of a program allows the Volunteer Coordinator to approach recruitment and placement activities in a targeted and effective manner. The information below explains in detail the steps a Volunteer Coordinator should take for a successful Planning stage.

**Planning**

The Planning stage is a Volunteer Coordinator’s starting point. Determining the overall volunteer and intern needs of a program allows the Volunteer Coordinator to approach recruitment and placement activities in a targeted and effective manner. The information below explains in detail the steps a Volunteer Coordinator should take for a successful Planning stage.

**Goal**

Establish the process to identify program needs, priorities, supervision, and training for volunteer and intern positions.

**Staffing**

Volunteer Coordinator

Program Managers

---

<table>
<thead>
<tr>
<th>PROCESS &amp; FORMS</th>
<th>SAMPLE RESOURCES &amp; BEST PRACTICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Ensure that staff is well informed of the planning process and volunteer management practices</strong></td>
<td>• Train staff on process of requesting volunteers and interns and on volunteer management practices</td>
</tr>
<tr>
<td></td>
<td>• Each program can determine the method by which they will require staff to request volunteers and interns</td>
</tr>
<tr>
<td>2. <strong>Ensure there is a clear role for each requested volunteer and intern</strong></td>
<td>• Staff Email Template</td>
</tr>
<tr>
<td></td>
<td>• Volunteer and Intern Request Form</td>
</tr>
<tr>
<td></td>
<td>• Volunteer and Intern Process Tips Form</td>
</tr>
<tr>
<td></td>
<td>• Train staff by department, program, or all-staff</td>
</tr>
<tr>
<td></td>
<td>• Give staff deadlines for volunteer and intern Requests</td>
</tr>
<tr>
<td>3. <strong>Determine feasibility of each position, including capacity around management, training, and space for the volunteer/intern</strong></td>
<td>• Staff fill out position descriptions for each volunteer role</td>
</tr>
<tr>
<td></td>
<td>• Position Description Template</td>
</tr>
<tr>
<td></td>
<td>• Staff fill out position descriptions for each volunteer role</td>
</tr>
<tr>
<td>4. <strong>Create budget for the volunteer program</strong></td>
<td>• Work with staff to determine position training and supervision of volunteer or intern; supply needs; availability of work space</td>
</tr>
<tr>
<td>5. <strong>Ensure there is a clear overall plan for recognizing and evaluating volunteers and interns</strong></td>
<td>• Discuss the budget with your supervisor</td>
</tr>
<tr>
<td></td>
<td>• Review plan with volunteer/intern supervisors</td>
</tr>
<tr>
<td></td>
<td>• Create a timeline for recognition events</td>
</tr>
</tbody>
</table>
Once a Volunteer Coordinator has assessed the volunteer and intern needs of the program, he or she can begin to recruit candidates. Potential candidates should be informed of the placement process. The information below describes in detail the steps a Volunteer Coordinator should take to ensure successful Recruitment and Placement activities.

**Goal**
Identify suitable candidates for each volunteer and intern position requested and ensure that candidates are successfully moved through all steps of the Recruitment and Placement stage.

**Staffing**
*Volunteer Coordinator*

### Recruitment & Placement

1. **Establish a recruitment plan**
   - Ensure your recruitment plan includes: position descriptions posted on the organization and other job-related websites; information sent to local schools, colleges and universities; engagement with corporate partners to recruit company employee volunteers.

2. **Ensure all initial volunteer and intern inquiries are responded to within 72 hours**
   - Respond by email or phone to every inquiry.
   - Email Template: Response to Volunteer or Intern Inquiry.
   - Send candidates the schedule of upcoming Information and/or Orientation Sessions.

3. **Ensure all candidates are informed of the steps involved in the recruitment and placement process, the anticipated timeline, and status of where they are in the process**
   - Keep candidates informed through email communication, phone calls, and Information and/or Orientation sessions.

### Process & Forms

**Sample Resources & Best Practices**
- Individual Volunteer Handout for Announcing Volunteer and Intern Opportunities
- Information Session Packet
- Sign-In Sheet
- Hold ongoing Information Sessions to inform the community about the organization’s work and volunteer opportunities

**continued**
### PROCESS & FORMS

4. **Ensure that candidates fill out the required forms in order to become a volunteer or intern**
   - Candidates are required to fill out the Volunteer and Intern Application Form (Country specific documents as required by local labor law)
   - Keep track of candidates in a database

5. **Ensure candidates are thoroughly screened**
   - Screen applications; select and interview suitable candidates; check references
   - Conduct background check with local authorities

6. **Follow up with candidates once screening is complete**
   - Notify candidates whether or not they are selected for placement. Use the Volunteer or Intern Hire Letter when offering a candidate the position. Have the candidate sign the letter and give them a copy.
   - Update candidate’s information in the database

### SAMPLE RESOURCES & BEST PRACTICES

- Volunteer and Intern Process Covering Sheet
- Volunteer/Intern Reference Check Form
- Sample Interview Questions
- Placement or Non-Placement Email Response
Orientation & Training

At this stage of the cycle, a Volunteer Coordinator holds a general orientation for incoming volunteers and interns. All volunteers and interns are required to attend an orientation. After the orientation, volunteers and interns will be provided with position-specific training by their supervisor. The information below describes the steps a Volunteer Coordinator should take to ensure a successful Orientation and Training stage.

**Goal**

*Establish an orientation process to ensure that volunteers and interns understand the organization’s mission, values, policies and procedures, and general information on refugee populations*

*Establish a training process which ensures that volunteers and interns are equipped to perform their assigned roles*

**Staffing**

*Volunteer Coordinator*

*Program Managers*

---

**Objective Process & Form:**

1. **Ensure proper materials are given to volunteers and interns during orientation**
   - During orientation, review:
     - The organization’s mission, values, policies and procedures
     - Local program operations (departmental roles, org chart)
     - Refugee resettlement process (resettlement program, client populations)
     - Lines of communication within program
     - Safety and security protocols and guidelines
     - Timesheet instructions
     - Guidelines on communication with clients
     - Guidelines around maintaining client confidentiality
     - Orientation Packet: contents to be determined by program

2. **Ensure orientations are offered on a regular basis**
   - Create schedule for orientations
   - Post orientation dates on organization’s web page

3. **Ensure that program staff provide position-specific training**
   - Work with program staff to make sure they provide position-specific training for their volunteers or interns

4. **If necessary, schedule group trainings for specific positions**
   - If a volunteer or intern position requires extensive training beyond the already set orientation and training, schedule group trainings for these positions when necessary

5. **Ensure that volunteers and interns have an organization ID (if applicable)**
   - Submit for creation

**Sample Resources & Best Practices:**

- Social Media Best Practices and Guidelines for Volunteer Coordinators
- Post orientation dates on organization’s web page
- Work with program staff to make sure they provide position-specific training for their volunteers or interns
- Submit for creation
The Volunteer Coordinator will be responsible for creating and ensuring an effective support system for volunteers, interns, and staff. The information below reflects the components necessary for a successful Support stage.

**Support**

The Volunteer Coordinator will be responsible for creating and ensuring an effective support system for volunteers, interns, and staff. The information below reflects the components necessary for a successful Support stage.

**Goal**

*Establish a process which ensures that volunteers and interns have the needed support and ongoing motivation to achieve their maximum potential and depart the organization satisfied with their experience.*

*Ensure that staff have the resources to enhance a volunteer and intern’s experience.*

**Staffing**

*Volunteer Coordinator*

*Program Managers or other staff assigned to volunteers and Interns*

*Veteran Volunteers*

---

**PROCESS & FORMS**

1. **Ensure that supervisors have regular contact with their volunteers and interns**

   - At the start of the internship, a supervisor and intern should meet and jointly fill out the Intern Information Form
   - Supervisors should provide one-on-one check-ins with volunteers and interns on a monthly basis
   - Supervisors should ask interns to fill out the End of Term Evaluation Form and have them submit it to the Volunteer Coordinator
   - Intern Information Form (unless there is a university version)
   - End of Term Evaluation for Interns

2. **Establish clear communication mechanisms through which volunteers and interns can receive information**

   - Create a communication plan
   - Modes of communication include: hard mail, posters/banners, flyers, etc.

3. **Establish a process to recognize and highlight volunteers and interns**

   - Ensure that volunteers and interns are adequately recognized and thanked for their contributions to the organization throughout their service
   - Create a plan to highlight volunteers
   - Sample Volunteer/Intern Recognition Ideas
   - Sample Recognition Agenda
   - Sample Volunteer/Intern Year-Long Recognition Plan
   - Create a year-long recognition plan
   - Recognition via annual volunteer appreciation potluck, certificates, gear (key chains, hats, t-shirts, etc.)

4. **Implement ongoing trainings for staff supervisors**

   - Keep staff informed about the roles of volunteers and interns and supervision requirements
   - New staff working with volunteers should be informed on volunteer management best practices as part of their general orientation

**SAMPLE RESOURCES & BEST PRACTICES**

- Intern Information Form (unless there is a university version)
- End of Term Evaluation for Interns

---

*Create a communication plan*

- Modes of communication include: hard mail, posters/banners, flyers, etc.

*Ensure that volunteers and interns are adequately recognized and thanked for their contributions to the organization throughout their service*

- Create a plan to highlight volunteers
- Sample Volunteer/Intern Recognition Ideas
- Sample Recognition Agenda
- Sample Volunteer/Intern Year-Long Recognition Plan
- Create a year-long recognition plan
- Recognition via annual volunteer appreciation potluck, certificates, gear (key chains, hats, t-shirts, etc.)

*Keep staff informed about the roles of volunteers and interns and supervision requirements*

- New staff working with volunteers should be informed on volunteer management best practices as part of their general orientation
The last stage of the Volunteer and Intern Life Cycle is the Post-Service Stage. During the Post-Service stage, the Volunteer Coordinator will take the appropriate steps to ensure that supervisors, volunteers, and interns follow the exit protocol plan. The Volunteer Coordinator is responsible for keeping former volunteers and interns engaged with the organization. The information below reflects the components necessary for a successful Post-Service stage.

**Goal**
Ensure that volunteers and interns end their service with a positive experience and remain engaged with the organization
Strengthen volunteer operations as a result of direct feedback provided by volunteers

**Staffing**
Volunteer Coordinator
Program Managers or other staff assigned to volunteers and interns
Program Director

---

**PROCESS & FORMS**

1. **Establish an exit protocol for volunteers and interns**
   - Develop a volunteer and intern exit protocol plan
   - Email volunteers the Volunteer Feedback Survey

2. **Ensure that staff fill out appropriate forms to evaluate the volunteer operations program**
   - Every six months, ask staff to fill out the Staff Feedback Survey
   - Staff Evaluation of Volunteer Operations

3. **Establish a post-service recognition plan**
   - Thank volunteers and interns when they end their time of service
   - Similar to the support stage, create a recognition plan for volunteers and interns

4. **Create a post-service engagement plan**
   - A post-service engagement plan can include:
     - Sending newsletters and emails to volunteer and intern alumni
     - Inviting volunteer and intern alumni to general events
     - Engaging volunteer and intern alumni in leadership/training roles
     - Sending information on ways to donate to the organization

5. **Ensure that feedback is collected from refugee clients**
   - Work with appropriate staff to help collect feedback from refugee clients about the volunteer program

---

**SAMPLE RESOURCES & BEST PRACTICES**

- Volunteer/Intern Job Handover Form
- Sample Volunteer Exit Interview Questions
- Conduct an exit interview with volunteers and interns
- Thank You Letter Template
- Standard Recognition Certificate
- Reference Letter Template