



Step 8 of the Volunteer Cycle on Staffing Evaluate Performance, Document Successes and Recommendations

Why is it important to evaluate performance? Almost all people want to know whether or not they are succeeding in their job. This is also true of those in volunteer roles. A clearly defined role description needs to be reviewed periodically for progress, and then again at the end of the task to determine impact and define closure. An evaluation usually is done verbally in a conference, as well on paper, with the immediate supervisor. A self evaluation can also be very enlightening for the volunteer.

Evaluation is a time to applaud successes as well as communicating constructive criticism. Applauding successes not only provides positive feedback to the volunteer, but the information generated can also increase awareness of the impact of a particular 4-H program. Documenting these successes will be useful in seeking funding in the future.

Specific questions relating directly to the role description are important to cover. Behavior guidelines found in the Unit Management Handbook may also be reviewed as a part of the evaluation. Grievance policies for volunteer staff are also found in the Unit Management Handbook and should be available to volunteers.

Volunteers may appreciate information on how their skills and accomplishments fit into a resume' for paid employment. This is especially valuable information for interns, women returning to the workforce, or those seeking a new employment direction. Local colleges and community colleges may provide additional information related credit for prior learning.

Open ended questions on surveys can provide valuable input from the volunteer to the organization. They may share recommendations about managing or organizing the program. The skills and perspective of the volunteer may be different than salaried staff. New ideas and processes can strengthen the program.

An evaluation that includes plans for the future is especially beneficial. It helps both paid staff and volunteers plan ahead and is an ideal time to discuss opportunities for volunteer growth within the system.

4-H Volunteer Management: A Handbook for Expanding Volunteer Management Systems in a Local 4-H Youth Program. University of Illinois Extension, 1997.

Middle management volunteers are evaluated by their supervisor, often a paid

professional. They in turn are often responsible for evaluating the volunteers. Both the paid staff and middle management volunteers are also evaluated. This information will assist the supervisor in understanding the needs of the volunteer they supervised in that specific role, and how the supervisor met those needs or could meet the needs of a similar role in the future.

Finally, when a volunteer is leaving the program (no matter whether it's after one year or fifty), an exit interview can elicit information for both improvements of the program and the reasons the volunteer is leaving. It is possible a volunteer may not wish to repeat this particular role, but would be interested in a different role.

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Step 8 of the Volunteer Cycle of Staffing

The following samples may be used by either the paid professional staff to evaluate middle management volunteers or by the middle management volunteer to evaluate the volunteers they supervise. The forms are examples that may be helpful in developing what is right for your situation. Remember that an evaluation of performance begins with the role description. Another component of evaluation is developing a plan of growth. The following information will assist you in evaluating and creating the groundwork for setting new goals and learning opportunities.

- * "Guidelines for Feedback/Evaluation Sessions"
 - Review this page before choosing one of the evaluation forms.

- * Self-Evaluation
 - "Volunteer Evaluation of the Experience"
 - Use this form to evaluate a volunteer's experience in a particular role. This form can also help you learn if the information, etc. that CES provided was effective.

 - "Volunteer Feedback Form"
 - Use this form when you prefer numeric ratings.

 - "4-H Volunteer Survey"
 - Use this form when you're trying to gain a general understanding of volunteer roles in your unit.

 - "Volunteer Management Progress Report"
 - This form is for a middle management volunteer to evaluate progress against goals she/he's set.

 - "Management Volunteer Improvement Plan"
 - This tool evaluates the previous year and helps identify needs for the coming year.

- * Evaluation of Others
 - "Supervisor Evaluation of 4-H Volunteer Contributions"
 - Use this when you (or middle management volunteer) are evaluating a volunteer.

 - "Evaluation of Professionals or Middle Management Staff by 4-H Volunteers"

-- Use this form when you want to find out the perceptions that volunteers have of staff or middle management volunteers.

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Guidelines for Feedback/Evaluation Sessions

Characteristics of an Effective Feedback/Evaluation Session

- Is based on clear expectations, as described in a written role description.
- Relates all discussion to the mission of the 4-H/Youth program and ways the middle management volunteer's efforts are contributing to that mission, **not** on the middle management volunteer as a person.
- Is conducted in a warm, friendly atmosphere that fosters open communication, mutual respect, and team spirit.
- Provides opportunity to not only discuss the volunteer and his/her contributions to the program, but also the program and its contributions to the volunteer.
- Is a means for identifying strengths, weaknesses, and goals for improvement of the 4-H/Youth program and the middle management volunteer's effectiveness and satisfaction within that program?
- Expresses appreciation for the skills, effort and time given by the middle management volunteer to the 4-H/Youth program.
- Includes youth middle management volunteers, with a sincere focus on their achievements and contributions.

Suggested Topics and Questions

Activities of Middle Management Volunteer

- In considering each of your responsibilities (as listed on role description), which of these have you accomplished particularly well?
- With which have there been problems?
- What specific suggestions do you have for changing or improving these activities?
- In what ways do you feel you have helped fulfill the mission of the 4-H program?

Middle Management Volunteer Feelings About Their Work

- What are some of the main satisfactions you're feeling from your middle management volunteer work?
- What are some of the main frustrations?
- What can be done to enhance/reduce these feelings?
- What do you feel are your main strengths regarding this middle management volunteer role?

Support and Communication

- As you work with other volunteers, what type(s) of support have you been able to give to them? What kinds of communication have you initiated with them?
- What kind of support and communication have you received from the Extension staff or 4-H Committee? How could this be improved? What has been particularly useful?
- What types of additional training and support do you need, would you like to

receive?

Program Direction, Accomplishments, Administration

- What do you see as strengths in the current 4-H/Youth program?
- What do you see as weaknesses in the current program?
- What recommendations do you have for constructive change?
- What would you be willing to do to help improve that total 4-H/Youth program based on your observations?

Adapted from: "A Vision for Strengthening Local Leadership", Kathryn Penrod and Wanda Fox, Purdue CES.

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VOLUNTEER EVALUATION OF THE EXPERIENCE

How would you describe your feelings about the time it took to accomplish your volunteer role? (Too many hours? Not enough?)

Did we provide enough orientation and training? Do you have suggestions for us to improve our support of volunteers in the future?

What were some of the main benefits and satisfactions of this volunteer role?

What were strengths and weaknesses of the communication and support you received through this role?

What is most important to you in making your work with us more enjoyable?

Did you have adequate resources to do your role? If no, explain.

Would you be willing to repeat the assignment and/or what other volunteer roles would you consider?

Signature of volunteer _____

Adapted from: "Identifying Needs Within the Program". *The Red Taxi: Getting Volunteers Where They Need To Go*. National 4-H Council, Chevy Chase, MD, pg 80.

4-H Volunteer Management: A Handbook for Expanding Volunteer Management Systems in a Local 4-H Youth Program. University of Illinois Extension, 1997.



VOLUNTEER FEEDBACK FORM

Project _____ Role Assignment _____

Supervisor _____ Date _____ Hours Donated _____

_____ From _____ To _____

Please rate the 4-H program by checking the box most closely describing your experiences. Add any notes or comments you feel may be helpful.

For the following questions, indicate how helpful:	<u>Very Helpful</u>	<u>Somewhat Helpful</u>	<u>Not Helpful</u>	<u>Comments</u>
--	----------------------------	--------------------------------	---------------------------	------------------------

1. Was the experience you received in your volunteer role(s) helpful to you?	_____	_____	_____	
--	-------	-------	-------	--

2. Did you feel your contribution was helpful?	_____	_____	_____	
--	-------	-------	-------	--

3. How would you rate the supervision that was provided?	_____	_____	_____	
--	-------	-------	-------	--

4. Needed training was sufficient to meet your needs?	_____	_____	_____	
---	-------	-------	-------	--

For the following questions use:	<u>Yes</u>	<u>No</u>	<u>Maybe</u>
----------------------------------	------------	-----------	--------------

5. Would you be willing to repeat this assignment if you had the opportunity?	_____	_____	_____
---	-------	-------	-------

6. Are you interested in learning about other volunteer opportunities?	_____	_____	_____
--	-------	-------	-------

Do you have any suggestions that might help us improve the program?

Additional comments:

Volunteer Signature (optional) _____ Date _____

Adapted from: Oregon State University Extension, Family Community Leadership, Volunteer Program Training Guide, 1981

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4-H Volunteer Survey

We need your help! The comments you share below will help us improve our overall volunteer program.

1. How long have you volunteered with the 4-H program?
2. Please describe briefly your 4-H volunteer role(s).
3. In an average month, how do you spend your volunteer time?
___ hours with 4-H members or parents, or otherwise on the job
___ hours working with fellow volunteers
___ hours consulting with professionals/middle managers
___ hours in various volunteer-related meetings
___ hours filling out reports, paperwork, etc.
4. What are the main reasons you became a 4-H volunteer?
5. What are some of the main satisfactions and benefits you're receiving from your 4-H volunteer work?
6. What are some of the main frustrations?
7. What has been your most valuable contribution?
8. What new skills have you learned through being a 4-H volunteer?
9. How can the 4-H program be improved for volunteers?
10. What suggestions do you have about new roles volunteers might fill in the 4-H program?
11. What other comments would you like to make?

Adapted from: BLAST! Module 8 -- page 16, Booster 4

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Management Volunteer Progress Report

Goals! It's all based on goals. Management volunteer evaluation is the creative process of determining, "How close are we to accomplishing our goals for this time period?"

The various, related questions and answers can take the form of verbal or written reports, letters, bar graphs, statistical data, dialog, portfolios, checklists, video, testimonials, slide presentations, and much more. Or you can use any combination of these formats.

Review the expectations listed in the role description. Then use this sample progress report as a basic springboard for your own creative pursuit of information.

Name _____

Phone # _____

Major responsibility _____

1. List your goals for this reporting period, and rate yourself (0 to 5 points) on how completely that goal was met.
2. Which of these goals are you continuing during the coming report period?
3. What were the success factors for the goals you rated 4 or 5?
4. What were the challenges or obstacles for the goals you rated 0, 1, or 2?
5. What were your greatest accomplishments in this reporting period?

6. What factors contributed to these successes?
7. What new goals do you have for the coming reporting period?
8. What resources or support would make success easier for those goals?
9. What type of training opportunities would help you accomplish these goals?
10. Enclose any relevant comments from your volunteers, materials developed, news clippings, or program flyers, for placement in your performance files, as reminders of your management successes.

Adapted from: (1993). "Expected Competencies of Management Volunteers Worksheet." *The Green Taxi: Putting Drivers in Place, Positioning Management Volunteers*. National 4-H Council, Chevy Chase, MD, pg 74.



Management Volunteer Improvement Plan Developing a Growth Plan with Volunteer Managers

You owe it to the program. You owe it to your management volunteers. . . the opportunity to grow!

The volunteer role is probably only a small part of the volunteer manager's life, but our organization is in the people-development business, and whatever percentage of a person's time is involved in the program, that time needs to be a period of growth. Too often, we focus on the program and forget that youth development can also be a growth tool for helping the adults

Name _____

Phone # _____

Major Responsibility:

What were you hoping to accomplish this year?

What were your greatest accomplishments this year?

What skills, traits, strengths, ability, or support contributed most to this success?

What were your greatest obstacles? How did you overcome them?

who work with those young people.

. . . and even for the adults who work with the volunteers who work with those young people!

The major element of a growth plan is a trusting, open, sincere interest in communication. Another element is a thorough knowledge of the organization's program, and its human, material, and training resources. The following discussion guide is one tool for combining those vital elements. Adapt it to your own program.

What were your major mistakes?

What would you do differently if you were to do it again?

What strengths, talents, skills or abilities did you discover or strengthen this year?

Which skills, talents, knowledge areas would you like to strengthen in the coming year?

How could you best develop those attributes through our program in the coming year?

Adapted from (1993). "Expected Competencies of Management Volunteers Worksheet." *The Green Taxi: Putting Drivers in Place, Positioning Management Volunteers*. National 4-H Council, Chevy Chase, MD, pg 75.

What do you hope to accomplish for young people in the coming year?

What is your vision for your community in 5 years?

. . . . in the coming three years?

How can we work together to make it happen?

What do you want to accomplish in the coming year **personally**?

Which training opportunities would help you reach your program, personal, professional, or community goals?

How can we help you accomplish these personal goals?

Which program opportunities would help this year?

What do you want to accomplish professionally this year?

How can we make this volunteer management role more fulfilling?

How can we help you?

Adapted from (1993). "Expected Competencies of Management Volunteers Worksheet." *The Green Taxi: Putting Drivers in Place, Positioning Management Volunteers*. National 4-H Council, Chevy Chase, MD, pg 76.



Supervisor Evaluation of 4-H Volunteer Contributions

Directions: Rate the volunteer's contributions as you observe them.

Volunteer Name _____ Period Covered by Evaluation _____

Volunteer Title _____ Date of Evaluation _____

Specific Responsibilities

(from Role Description)

	Not Met		Satisfactory		Superior
1. _____	1	2	3	4	5
2. _____	1	2	3	4	5
3. _____	1	2	3	4	5
4. _____	1	2	3	4	5
5. _____	1	2	3	4	5

Training Given _____

Work Relationships

	Needs Improvement		Satisfactory		Superior
1. Relations with other volunteers	1	2	3	4	5
2. Relations with professional and administrative staff	1	2	3	4	5
3. Relations with 4-H members and parents	1	2	3	4	5
4. Meeting commitments on deadlines	1	2	3	4	5
5. Initiative	1	2	3	4	5
6. Flexibility	1	2	3	4	5
7. Attitude	1	2	3	4	5

Comments by professional or middle manager regarding above areas:

Comments by volunteer regarding above areas:

Overall, how does the volunteer feel about remaining in this position?

Professional/Middle Manager Signature _____ Date _____ Volunteer Signature (optional) _____ Date _____

Scheduled date of the next evaluation _____

Adapted from: BLAST! Module 8 -- page 12, Booster 2

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Evaluation of Professionals or Middle Management Staff By 4-H Volunteers*

Please check the box that most closely describes your 4-H volunteer experience with professional or middle management volunteer staff.

- | YES | NO | | |
|--------------------------|--------------------------|----|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. | Do you receive adequate support from the 4-H professional/middle managers? |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. | Do you have ample opportunity to have input into the operation of the overall 4-H volunteer development program? |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. | Are decisions regarding yourself and your assignment discussed properly and made with your involvement? |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. | Are decisions made fairly and with adequate information? |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. | Are you satisfied with conditions under which you fulfill your assignments? |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. | Do you have satisfactory opportunities to discuss any problems which occur with the 4-H professional/middle manager? |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. | Are there any ways that cooperation between 4-H professionals or middle managers and volunteers could be improved? If so, what? |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. | Does the volunteer position utilize your time to the best advantage? |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. | Are there additional comments about the administration of the overall 4-H volunteer program? |

*Adapted by Safrit, Smith, Banbury and Hopkins (1992) from materials developed originally by Wilson (1976).
Adapted from: *BLAST! Module 8 -- page 14, Booster 3*

4-H Volunteer Management: A Handbook for Expanding Volunteer Management Systems in a Local 4-H Youth Program. University of Illinois Extension, 1997.



Step 8 of the Volunteer Cycle of Staffing

A 4-H volunteer exit interview can elicit information for both the improvement of the program and the reasons the volunteer is leaving. It is possible a volunteer may not wish to repeat the particular role but would be interested in a different role. Use the “Volunteer Exit Interview” whenever possible.

* “4-H Volunteer Exit Interview”

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4-H Volunteer Exit Interview

We are always striving to improve the performance of the 4-H volunteer development program. As a 4-H volunteer, we would appreciate your help in identifying areas in which we might do better. Please be as thorough and honest as you can in answering the following questions. All the information will be kept strictly confidential, but it will be used to ensure that others who volunteer will receive the greatest possible support.



How long did you volunteer with 4-H?

Please list the 4-H volunteer positions you held:

- 1.
- 2.
- 3.
- 4.

Why are you leaving? (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Job accomplished. | <input type="checkbox"/> Didn't like the job I was given. |
| <input type="checkbox"/> Moving to a new location. | <input type="checkbox"/> Need a change. |
| <input type="checkbox"/> Didn't feel well utilized. | <input type="checkbox"/> Other time commitments. |
| <input type="checkbox"/> Other | |

What did you like best about volunteering with us?

What suggestions would you make for changes or improvements in our 4-H volunteer development efforts?

Overall, how would you rate your experience in volunteering with us?

	Poor			Average				Excellent	
1	2	3	4	5	6	7	8	9	

Please return this form to:

Name

Address

Adapted from: BLAST! Module 8 -- page 18, Booster 5

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Step 8 of the Volunteer Cycle on Staffing

Looking at the Bigger Picture...

Volunteers as a Group within the System

It is very important to understand how volunteers as a group within the system are accomplishing goals. Earlier, individual meetings with volunteers for evaluation and setting new goals were discussed. After this is completed and the data collected, it is necessary to review volunteers as a group. This is done by discussing several topics such as leadership skills, volunteer input regarding role completion, clarity and meaningfulness of role descriptions, and training for roles and personal development.

Volunteering and working with volunteers is all about working with people. Both volunteers and supervisors make decisions about how they relate to others. Leadership development is an important component of 4-H for both youth and adults. Leadership skills can continue to develop through adulthood as new challenges are experienced. By identifying both people and leadership skills needing enhancement, training can be focused on these particular areas.

Volunteers need to clearly understand the goals and parameters of their role. However, they need to be able to decide how they will accomplish their tasks. Supervisors can share the tools and the necessary information, then step back to allow the goals set by the role description to be completed. It is important to demonstrate by words and actions that there is a belief in the volunteer's capabilities. Support is needed to answer questions or to provide guidance if faltering occurs. Evaluating supervision and how volunteers are allowed decision-making concerning their role can strengthen the system.

Having volunteers understand specific role expectations and finding them meaningful tasks are critical to a volunteer management system. A hard look at existing role descriptions and how the experiences of volunteers and supervisors can improve them is a valuable part of evaluation. By reviewing the role descriptions as a group, we can identify trends and changes which will assist in recruitment and retention.

The availability of training opportunities is a strength of the 4-H program. It is important to look at volunteers as a group, as well as individuals, to determine training needs. Training can be accomplished through a variety of formats.

Developed by: Ruthann Johnson, 4-H Volunteer, DuPage County.

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Evaluating Volunteers and Supervisors as a Group

The following set of questions is to be used by the committee responsible for the 4-H volunteer management system. Use data collected by the supervisors and staff including role descriptions, volunteer evaluations, supervisor evaluations, and exit interviews to discuss the following questions and determine system goals and needs for the upcoming year.

1. In what ways can communication be improved between, volunteers, supervisors and staff?
2. How are we modeling good people skills? How are we helping volunteer managers to increase their skill in working with people?
3. How are we expanding the leadership skills and opportunities for volunteers? In what ways are we rewriting role descriptions so they provide for continual growth for the volunteers?
4. How can we improve how the volunteer is allowed to make decisions regarding completion of the role?
5. How are the supervisors showing support, interest, and belief in the volunteer's capabilities? What examples can be shared with middle management volunteers?
6. In what ways are materials and information being shared? Are volunteers being treated as equals? How can we improve?
7. What can we add or take away from our role descriptions to add clarity? How can we simplify the terminology? How can we make certain that we are not using jargon that may make potential volunteers feel excluded?

8. In what ways are we asking volunteers to do meaningful work? How are we making good use of their time and talents?
9. What skills do volunteers need to successfully complete their roles? Identify specific topics and groups.
10. What aspects of volunteer personal development are we considering in the training we offer? What skills, such as computer literacy, might interest volunteers?
11. What other specific training needs can be identified? How will they be addressed, and by whom?
12. What is the best way to make training available for volunteers? What format for training do volunteers prefer? If meetings are used, what times, dates, and locations are convenient for the volunteers?

Developed by: Ruthann Johnson, 4-H Volunteer, DuPage County.

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