Abstract

The Boys & Girls Club of Muncie is currently redesigning their volunteer management program. For my honors thesis, I immersed myself in the role of Volunteer Coordinator at the Boys & Girls Club while educating myself on current volunteer management research and practices. The combination of educational resources and Volunteer Coordinator experience allowed me to develop a Volunteer Coordinator Handbook that can be used for future Volunteer Coordinators at the Boys & Girls Club of Muncie. This handbook can also be used in other organizations that use the volunteer management database Volgisitics. Following the creation of the handbook I developed a hiring guide for the Executive Director, highlighting key characteristics of an effective Volunteer Coordinator applicant and example interview questions. The project concludes with a SWOT analysis of the current volunteer program and suggestions for enhancement.

Acknowledgements

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In this essay, I will provide an account of my experience as the volunteer Volunteer Coordinator at the Boys & Girls Club of Muncie and my effort to enhance their newly formed volunteer program. Before describing my experience, I will outline current research on Volunteer Coordinators, provide a description of the nonprofit sector in comparison to the for-profit sector and discuss specific theories regarding volunteers and volunteer management.

**Volunteer Leadership Title**

Individuals that are in charge of the volunteer management program within nonprofit agencies have many different titles. They can be paid or unpaid, full time or part-time, educated or uneducated, an experienced volunteer or brand new to volunteerism. This role can be referred to as a Volunteer Manager, Volunteer Administrator, Volunteer Supervisor, and/or Volunteer Coordinator. However, these terms should not necessarily be used interchangeably. Each title potentially has a distinct purpose and role. Andrew Lauffer (2011), author of Understanding Your Social Agency, clearly outlines the different roles within a new social agency. He defines management’s purpose as to “control, coordinate, and oversee an organization’s programs and other operations” (p. 244). He defines supervision as the management process that works to implement the management’s goals (Lauffer 2011). Coordination is then defined as the “way agencies orchestrate activities of individuals...so that they operate in harmony” (Lauffer 2011, p. 326). Based on these definitions, a Volunteer Supervisor would be on a different hierarchical level within an organization than a Volunteer Manager or Coordinator.
David Mason (1984), author of Voluntary Nonprofit Enterprise Management, firmly states that not-for-profit organizations are not businesses and insists that they cannot use the same business models. He explains that not-for-profits and government agencies typically adopt the term administrator in place of manager (Mason 1984). He claims that effective management is important within not-for-profit agencies but they must be adapted from business to nonprofit (Mason 1984). He defines management similarly to Lauffer, stating that it involves the "selecting of goals", "self-determination, a greater control of resources, and more creativity" (Mason 1984, p. 16). He states that Administration is the "carrying out of executive details, of operating and maintaining that which is 'given'...and the attainment of goals" (Mason 1984, p. 16). Both Lauffer and Mason make it clear that titles should theoretically mean different roles within an organization that determine the hierarchal structure within that organization.

James Fisher and Kathleen Cole (1993), authors of Leadership and Management of Volunteer Programs, argue that the description of a volunteer administrator/manager and their similarity to for-profit managers depends upon the individual organization's structure. Fisher and Cole validate the 1990 findings of Ellis and Noyes, which describe the three categories of volunteer leadership (Fisher and Cole 1993). The first category is simply a volunteer group’s selection of a leader (Fisher and Cole 1993). The second category entails a paid staff person who "supervises volunteers as a secondary role" (Fisher and Cole 1993, p. 3). The final category is a staff person whose entire purpose is to work with the volunteers (Fisher and Cole 1993). Fisher and Cole (1993) define a Volunteer Administrator as
both a leader and manager. Their description of a leader's responsibility includes being a visionary (Fisher and Cole 1993). This contradicts Lauffer's theoretical definitions as well as Mason's polarization of management versus administration. Fisher and Cole (1993) claim that the managerial tasks taken on by the Volunteer Administrator vary based on the size, purpose, and environment of the organization. They further explain that regardless of these variables there are overall key tasks the Administrator should be upholding based on V.M. Cronk's research conducted in 1982 “If It Acts Like a Manager, It Must Be A Manager” (Fisher and Cole 1993). Cronk describes these tasks as “Planning, Organizing, Staffing, Directing, Controlling, Interpersonal Roles, Informational Roles, and Decision Maker” (Fisher and Cole 1993, p. 13). Fisher and Cole (1993) use the term Volunteer Administrator and Director of Volunteers interchangeably, unlike Lauffer and Mason. These differences in interpretation and description of a Volunteer Administrator, Coordinator, or Manager role are important. My experience as the Volunteer Coordinator provided me with hands-on experience battling the merging and separating of roles a Volunteer Coordinator can encounter. For the remainder of this essay, I will refer to this volunteer leadership role as Volunteer Coordinator, understanding that this title has implications to the role of the leader in volunteer management. Both the research and my experience will show the complexity of nonprofit organizations' hierarchy. This difference is just the tipping point of differences between the nonprofit organizations and for-profit organizations.

Nonprofit Organizations and For-Profit Organizations
When comparing nonprofit versus for-profit organizations there are distinct
differences. Salamon and Anheier (1996) define nonprofit organizations as ones
which are “formally constituted, organized separate from the government, are non-
profit-seeking, self-governing, and are voluntary to some significant degree”. Nonprofits are not privately owned like for-profit organizations; rather they operate under a board of directors (Grobman 2007). Another key difference explained by Mason (1984) is that nonprofits view money as a means whereas for-profits view money as an end. He also suggests that nonprofit organizations’ “principal tool is volunteerism produced by persuasion” and that unlike for-profit organizations “the production of resources and the provision of services are two distinct systems” and “the groups can persist even though their consumption of resources consistently exceeds their tangible output” (Mason 1984). Although there are distinct differences, Grobman (2007) mentions that both need money to launch, maintain, and expand their organizations as well. They both have assets, receive income, enter contracts, and employ staff (Grobman 2007).

**Volunteers: Recruitment, Retention, and Recognition**

One of the key components of a nonprofit organization mentioned earlier was that they are voluntary to some significant degree. Nonprofit organizations are composed of many different types of volunteers. Volunteers can hold the position of board member or staff. They can work full time, part time, annually, monthly, weekly, or daily. Volunteers task and time commitments vary based on the
organization. Volunteers also come in various ages, races, economic status, and educational background.

Lauffer (2011) states that one in four Americans volunteered in 2010. What makes twenty-five percent of Americans volunteer? Clayton Alderfer (1972) refined Maslow's Hierarchy of Common Needs to provide a theory regarding why people work or volunteer. He was able to condense volunteers' needs to three categories: Existence (Security Needs), Relatedness (Social Needs), and Growth (Personal Needs) (Alderfer 1972). Unlike Maslow's hierarchy, Alderfer's (1972) three categories are all on the same level. If one need is not being met or able to be met in the workplace or in a volunteer assignment, the focus can be shifted to another category. Keeping these needs in mind can help a Volunteer Coordinator develop an effective volunteer recruitment strategy.

Fisher and Cole suggest that an effective recruitment strategy is one in which potential volunteers are viewed as consumers (Fisher and Cole 1993). They suggest that one should conduct market research, analyze potential markets, set goals, and use communication strategies to market the organization (Fisher and Cole 1993). The organization becomes a product that you sell to volunteers (Fisher and Cole 1993). They believe this is effective for both the organization and volunteer because it targets and persuades the correct volunteer with the correct organization. (Fisher and Cole 1993)

Once individuals are interested in volunteering, what makes them continue to volunteer? Two integral elements of volunteer retention are Victor Vroom’s
(1964) Expectancy Theory and the correlation between a volunteer's assignment and their self-identity. Vroom (1964) proposed that a person's determination to achieve a particular outcome is directly affected by their perception that they are able to complete that outcome. He insists that individuals will work harder to achieve a goal if they have a high desire to achieve it as well as confidence that that their goal is achievable (Vroom 1964). This is an important theory to volunteer retention because it reminds Volunteer Coordinators that it is essential to create tasks that volunteers perceive as achievable. It is also essential that projects are tailored to individual volunteers or volunteer groups.

Lauffer (2011) discusses that the key to volunteer retention is to match a volunteer's self-identity with their task. When volunteer's tasks are aligned with their self-identity, they invest more in their task (Lauffer 2011). The more a volunteer invests in a task, the stronger the bond will be between that volunteer and the organization (Lauffer 2011). For example, an individual interested in volunteering at the Boys and Girls Club views themselves as an excellent storyteller. Story telling is what they enjoy and how they often define themselves. They believe they have excellent communication skills and have an inviting personality. This individual should be placed in a task at the Boys & Girls Club reading to the elementary students each week. This task would allow the individual to volunteer in a task that fits their identity. They would feel confident in this area and develop a strong connection to their role. Their self-identity would be validated within their task. This appropriate volunteer placement would allow the volunteer to utilize their skills and would ultimately create a long-term volunteer. If this same
volunteer was placed on outdoor clean-up duty alone, they would be a lot less likely

to develop a bond to their task and the Boys & Girls Club. It is crucial that one
evaluates volunteers before placing them in an assignment as well as verifying that
they believe the assignment given to them is achievable.

Regardless of the duration of a volunteer’s commitment to an organization or
length of volunteer time on a task, they must be recognized for their work. Grobman
(2007) suggests that both informal thanks and occasional formal appreciation
programs are appropriate for recognizing volunteers. Howard Brown and Donald
Ruhl (2003), Breakthrough Management for Not-For-Profit Organizations, identify
that a “culture of recognition” should be established amongst both employees and
volunteers (p. 198). They state “Individual acts of recognition become truly
meaningful only when they are grounded in and connected to a culture of
appreciation and self-esteem” (Brown and Ruhl 2003, p. 198). They provide
numerous examples of potential volunteer recognition activities and events such as
“Volunteer of the Month, Special Awards, Special Privileges, and Recognition Meals”
feedback to volunteers about their performance and its correlation with the
organization’s goals can also be a form of recognition. They define feedback as a
behavioral and descriptive acknowledgement of performance rather than a personal
or judgmental token (Fisher and Cole 1993). Fisher and Cole (1993) explain that
performance appraisals linked with specific volunteer tasks, peer reviews, and self-
assessments are ways to keep volunteers’ performance recognized. Each method
has advantages and disadvantages but all focus on keeping the volunteer’s
performance accountable to the standards of the organization consistently. They all also require active participation by the Volunteer Coordinator (Fisher and Cole 1993). Just like volunteer’s tasks should be tailored to individual volunteers, volunteer recognition programs should be tailored to each individual organization.

Volunteer Management

Fisher and Cole (1993) outline two volunteer management styles that are typically used by nonprofit organizations: Personnel Management and Program Management. They suggest that the management method that forms within a volunteer program is usually the result of the organizational structure and staffing (Fisher and Cole 1993).

The Personnel Management method relies heavily on the paid staff (Fisher and Cole 1993). This management style typically takes place in an organization that has many roles/tasks for volunteers that may not all directly relate to the mission of the organization (Fisher and Cole 1993). Fisher and Cole (1993) provide the example of a large zoo, which holds many different departments (p. 16). The Volunteer Coordinator designs the volunteer program and then trains the paid staff to implement the program (Fisher and Cole 1993). The Volunteer Coordinator determines the volunteer assignment and role, but includes the appropriate staff member(s) in the planning process (Fisher and Cole 1993). The Volunteer Coordinator then recruits potential volunteers and conducts the first interview (Fisher and Cole 1993). They then send volunteers to the appropriate staff member for their second interview and orientation to the organization (Fisher and Cole...
The paid staff member is then solely in charge of the volunteers (Fisher and Cole 1993). They train, supervise, and evaluate their own volunteers (Fisher and Cole 1993). The Volunteer Coordinator acts as a resource to the paid staff member for training guides, techniques, problem solving, etc (Fisher and Cole 1993). Fisher and Cole (1993) describe this method of management as "decentralized" (p. 16). Volunteers work with their paid staff member to develop the staff member's volunteer management ability rather than all volunteers working directly with the Volunteer Coordinator (Fisher and Cole 1993).

The Program Management method allows all volunteers to work directly with the Volunteer Coordinator (Fisher and Cole 1993). This method is typically used when volunteers are engaged in activities that directly relate to the mission of the organization (Fisher and Cole 1993). Fisher and Cole (1993) provide the example of youth organizations (p. 17). All volunteers within a youth organization typically work directly with the mission of the organization, to help youth. In this method, the Volunteer Coordinator is involved in all aspects of volunteer management (Fisher and Cole 1993). The Volunteer Coordinator is the main contact and supervisor for all volunteers (Fisher Cole 1993). Fisher and Cole (1993) mention that the Coordinator may delegate some of their roles, but they are ultimately in charge of the entire program. This method as well as the Personnel Management method had a direct impact on my experience as the Volunteer Coordinator.

**Volunteer Coordinator at the Boys & Girls Club of Muncie**
Before beginning my role as the volunteer, Volunteer Coordinator at the Boys & Girls Club of Muncie I researched the volunteer management strategies of Personnel Management and Program Management. I determined that the Program Management Strategy would be best for the Boys & Girls Club Volunteer Program. I based this decision on Fisher and Cole’s research and on my analysis of the organizational structure of the Boys & Girls Club. However, what I did not account for was my personal time at the Club.

As a volunteer, the agreement for my position was that I would be at the Boys & Girls Club up to 10 hours a week. These hours were a perfect fit for the planning of the program. They also worked well for some aspects of the recruiting, training, retaining, and recognition of volunteers. However, as my immersion in the role progressed I found that the volunteers were experiencing more supervision from the paid staff members who were at the facility from open to close. I realized that I was sending information to the paid staff members, coordinating with the paid staff members, and delegating responsibilities to the paid staff members. Theoretically, the Program Management strategy was the best fit for the Boys & Girls Club. It still may be if the club chooses to hire a paid staff member as the Volunteer Coordinator. But if the Volunteer Coordinator is a voluntary role, it would be best to implement the Personnel Management Program and that is exactly what I did for the second half of my experience. Once I realized that this was a more effective management method, I was able to accomplish more and everyone within the program, both volunteers and staff, understood the standards of our volunteer program. I found this to be an important lesson and realized that Fisher and Cole had an excellent
point when stating that you must consider the staffing structure of the organization when determining a volunteer management.

Earlier I described the different types of volunteer program leaders and the differences their titles might imply. My experience as the Volunteer Coordinator reinforced my research on the complexity of the role within nonprofit organizations. The Volunteer Coordinator at the Boys & Girls Club is in charge of almost everything that involves the volunteers. This includes recruitment, training, interviewing, retaining, recognizing, informing, managing, counseling, and persuading the volunteers. It also includes marketing/advertising the volunteer program, developing/organizing/designing the program, record keeping, database management, and decision-making. Based on the different interpretation of definitions above, the Volunteer Coordinator position consists of Administrator, Manager, Coordinator, Supervisor, Leader, and Visionary. It encompasses all the definitions. I firmly believe this is due to the structure of the organization. The Boys & Girls Club of Muncie has recently announced a new Executive Director and is experiencing an inside/out makeover. Lauffer (2011) refers to this as a “born again agency” (p. 222). I believe once the organization is firmly placed in its organizational structure and all paid staff member roles are clearly defined, the Volunteer Coordinator position will be refined. As the Volunteer Coordinator I also became one of the photographers. This happened out of necessity. I needed photos of the volunteers for future marketing and recognition and the organization needed photos for the same reason. As the organization defines and solidifies itself in its structure, this role may shift to someone else. Lauffer (2011) discusses this as
Migrating Roles in which individual staff members within an organization have overlap in their roles and are required to "switch between multiple roles in different situations" (p. 89). This was not described as a negative condition, rather as a normal occurrence in the life of a social agency.

I will provide two remaining lessons that I learned from my experience as a Volunteer Coordinator before stating my provided attachments and concluding remarks. I will discuss the how I learned proficiency isn't professionalism; and that a Volunteer Coordinator must be adaptable. I believe these two lessons are crucial for future Volunteer Coordinators to understand.

Olberding and Williams (2010), Building Strong Nonprofits, argue, "Professionalism is more than Proficiency" (p. 108). Reflecting upon my experience, I realized that this was my biggest lesson. Before I began this experience I was confident and competent in my interpersonal communication and my knowledge of effective communication strategies and theories such as Social Penetration Theory. I also intentionally enhanced my knowledge of volunteer management and volunteer interaction strategies. However, I have never had the experience of being a Volunteer Coordinator for an entire nonprofit organization. To continue preparing myself, I spent a month and half training myself on how to operate the volunteer database and on the current volunteer program in place.

Olberding and Williams (2010) describe professionalism in the nonprofit world as "the best practices in human interaction" (p. 108). When a volunteer would ask me a question, I immediately knew the answer or how to find it because I
was proficient. I was not yet implementing professionalism because I did not feel or display the appropriate confidence. To be a professional, one would conduct themselves with ease, confidence, and positivity (Olberding and Williams 2010). In the beginning stages, I was often frazzled and would second-guess my decisions. However as the months progressed I witnessed a change in myself. I was confident when I gave tours, rather than stopping for clarifications. I would not appear frazzled when a volunteer asked a question when I was in the middle of a project. I learned the importance of confidence and effective human interaction to achieve professionalism. Before this experience I thought proficiency and professionalism went hand in hand. I now realize that professionalism is not automatic. It takes intentionality and accountability of one's own interactions.

A final key lesson that I learned through this experience is that a Volunteer Coordinator must be adaptable. It is important to always have a plan in place when dealing with volunteers. One should have assignments ready for the volunteers upon arrival, extra assignments for groups that would like to volunteer for one's organization, and a list of additional projects in case volunteers complete their assignments early. Plans are useful in operating the day-to-day volunteer program. However, things often do not go according to plan and one must be adaptable.

Almost every day at the Boys & Girls Club a volunteer would approach me with unexpected questions. Some of these questions would be basic, some would question the ethics of our organization such as requesting a signature on hours that were not completed, and others would be questions that have nothing to do with
our organization. A Volunteer Coordinator must be ready for these unexpected questions. They must be ready to be interrupted consistently throughout the day. Often, I would be working on the volunteer database and a new volunteer would come to the Boys & Girls Club unannounced. In this case, I would need to immediately stop working on the database and help this volunteer through our application process. I then would lead them through a brief orientation. This could take anywhere from ten minutes to one hour depending on the specific individual and their questions regarding the organization. A Volunteer Coordinator must understand that this is not unusual and must be adaptable to the unexpected events in any given day.

Another example of why a Volunteer Coordinator needs to be adaptable occurred during the Boys & Girls Club Fraternal Values Garage Clean Up. I scheduled this clean up with a Greek Life organization to take place on a Friday morning from 9:00am to 12:00pm. I anticipated that they would possibly get done early so I arranged with our Unit Director and Executive Director additional projects that they could complete. I arranged two additional tasks that the volunteer group could complete so that they were busy the entire duration of their commitment. This volunteer group worked so quickly that they were finished an hour early. They also requested to not work outside as much because of the cool temperature. Rather than panic about having to eliminate an entire task from the list or disagree with them about the condition of the weather, I briefly consulted the rest of the staff and was able to determine a final task that they could complete. This incident showed
me that regardless of how much is planned and anticipated, a Volunteer Coordinator still must be adaptable.

**Provided Attachments**

Following this essay I have provided my Volunteer Coordinator Handbook, a SWOT Analysis of the Existing Volunteer Program, Suggestions for Improvement to the Volunteer Program, An Ideal Volunteer Coordinator Candidate Profile, and a list of Interview Questions for Volunteer Coordinator Applicants.

**Conclusions**

The experience of researching nonprofit organizations and volunteer leadership combined with the immersive experience of becoming the Volunteer Coordinator of the Boys & Girls Club of Muncie allowed me to utilize the skills I learned in the Honors College and in the Department of Communication. I believe this experience allowed me to bridge my academic experience with my passion of helping others and making an impact in my community in a way that was both beneficial to me and to the Boys & Girls Club. I am proud of my work and appreciative of this opportunity.
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BOYS & GIRLS CLUB OF MUNCIE

Volunteer Coordinator Handbook

GREAT FUTURES START HERE.
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Daily Tasks

As the Volunteer Coordinator your job is to recruit, retain, and recognize volunteers. At a minimum, each day will you need to complete the following tasks:

Manage Volunteer Data

- Use the volunteer management software Volgistics to receive new volunteer applications

Communicate with Volunteers

- Send passwords to all new volunteers
- Schedule volunteer orientations
- Answer volunteer emails and in-person questions

Nurture Volunteers

- Take pictures of current volunteers
- Thank and form relationships with current volunteers as you interact with them each day.

Weekly Tasks

Each week you should complete at minimum two main tasks. Both of these tasks need to be completed twice per week to maintain the inflow of new volunteers.

1. Background Checks
2. Lead Orientations
Volunteer Orientation

Volunteer Orientations should be consistently scheduled twice per week. New volunteers will sign up for their orientation time upon receiving their volunteer password. The purpose of a volunteer orientation is to make new volunteers familiar with the mission and layout of the Boys & Girls Club of Muncie as well as appropriate behavior, guidelines, and tasks of a volunteer. This should be an informative and inviting experience for the volunteer.

Orientation Checklist

1. Thank Volunteers for Coming
2. Login/Logout Procedure
3. Storage of Personal Belongings
4. Mission of the Boys & Girls Club of Muncie
5. Number of Members in the Club
6. Tour of Facility/Hours of Operation/Emergency Exits
7. Proper Restroom Facility for Volunteers
8. Explanation of Volunteer Assignments/How to Sign up
9. Dress Code
10. Club Rules
11. Child Safety
12. Reintroduce Yourself/Best Way to Contact
13. Social Media
14. Any Questions?
15. Thank Volunteers Again

Volunteer Application

Volunteers can sign up to volunteer with the Boys & Girls Club of Muncie by filling out a Volunteer Application Form on our website: www.bgcmuncie.org under the Volunteer tab.
Volgistics

Volgistics is a volunteer management database that assists in organizing, maintaining, and communicating with volunteers. This database is helpful because it allows you to efficiently update volunteer records, store information, record hours, advertise assignments, and send updates to volunteers. Volgistics also links to the volunteer portal VicNet and Victouch. VicNet that allows volunteers to post their own hours, schedule assignments, and view their schedule. VicTouch allows for volunteers to log in and out of the facility through a touch screen monitor which records their hours and allows the Volunteer Coordinator to know which volunteers are in the facility at all times. Volgistics can be accessed at the following link https://www.volgistics.com/ex/core.dll/Auth.

Login Information

This following information can be obtained from the Executive Director.

Account Number:

Email Address:

Password:
Volunteers

When you first log into Volgisitics you will notice the fifteen tab options on your left and the welcome screen in the center. This welcome screen updates itself with information such as your total number of volunteer records, pending applications, and unread mail.

Receiving Applications

To receive a pending volunteer application, click on the Mailbox tab. Within the mailbox, you can access the pending applications from the interior Applications tab.
Within the Applications tab, you can check the volunteer’s application(s) that you would like to receive. Once you have checked the box of the pending applications you wish to receive, click Receive.

Reviewing Applications

To locate the applications that you have just received, click on the Volunteers tab on the left side of the screen. You will then need to change the status option to Prospect. Then click All.
Your screen should like the picture above. The volunteer(s) that you have recently received will have a checked box next to their name. Click on the name of the volunteer whose application you would like to review.

Your screen should now look like the picture below. This is the Core interior tab of a volunteer’s application, which shows all of the volunteer’s contact information and volunteer status. Since you have received this volunteer’s application and are about to send their password to them, you need to change their status to Applicant.
Click on the Status option and choose Applicant. Then you MUST click save. If you do not click save while changing anything on a volunteer’s application, it will not save.

A volunteer does not become Active until their background check has been approved. A volunteer also cannot log into the VicTouch monitor unless their status is Active.

Sending Passwords

To send a volunteer their password, click on the Vic interior tab within the volunteer’s application. Then press send password and save.
The password that you sent to the volunteer allows them access to VicNet which is the volunteer site that allows them to schedule their own hours, track their hours, and view available assignments. This password also is used to log into Victouch. Victouch is the monitor located at the Front Desk where volunteers clock in and out to record their hours. A volunteer’s password can also be found on the Core Interior tab of their application.

**Change Passwords**

It is possible to change a volunteer’s password two ways. You, the Volunteer Coordinator, can change a volunteer’s password by simply clicking on the password within the Volunteer’s Core Tab. Once you click on the password with your cursor, you can modify or change the existing password. Another way that volunteers’ passwords can be changed is through the volunteers themselves. A volunteer can change their password through the VicNet portal site (see page 50 for further details on VicNet).

**Checking Volunteer History**

If you are ever unsure whether or not a volunteer has received their password, you can always look in their history. A volunteer’s history will show items such as their status as a volunteer, the date their background check was completed, and when they were emailed their password. To access this information, click on the History interior tab within their application.
Then scroll down to the Messages section. You can see in the below image that this volunteer received their password on April 7, 2014.

Assigning Flags

Flags are used to group individual volunteers together based on a particular categorization. Some examples of current flags are employee, alumni, intern, and EDMU 403 Richardson. You can flag students together that are all within a class, like EDMU 403 Richardson or input new flags. Volunteers are also able to have more than one flag if necessary. Additional flags in your pull down menu can be added in the Setup tab on the left.
Setting Service Requirements

Volunteers often have class service or community service requirements that they need to earn when volunteering. Through Volgisitics, we are able to set a specific tracker on that volunteer’s hours so that both the volunteer and our organization are aware that they have met their required service hours. Volunteers will indicate on the Notes portion of their application if they have a certain number of hours required. To locate this section, click on the Notes interior tab of the individual volunteer’s application. As you can see on the next page, this volunteer has indicated the number of hours needed, their start date, and the end date of their volunteer service.
Using this information you now need to access the Service interior tab of this volunteer's application. Click the Service tab. At the bottom of the Service page, you will find the option Mandatory Service.

Within the Mandatory Service section you can choose the type of Program. This includes option such as Community Service and Class Service Requirement. You then can indicate the start and end date as well as the number of hours required. Then press Save.
Tagging Volunteers

It is possible to tag volunteers through many different facets. The purpose of tagging volunteers is to temporarily group them together. Tagging can be helpful for many different tasks such as when you want to print a group of volunteer service hours, print a list of volunteers that were present a certain week, submit background checks, or change the status of a group of volunteers.

You can tag volunteers individually by simply clicking on the tag box at the top of their application while you are viewing it in any interior tab.

Another way you can tag volunteers is through the exterior Volunteers tab. Click the Volunteer tab on the left side of your screen.

You then can click on the All interior tab if you want to view all the volunteers. If you have a specific volunteer you can click on the first letter of the last name of the volunteer you would like to search.
You can use any of the options on this screen to help make the search, for a specific volunteer you want to tag, easier.

For example, imagine you want to tag a volunteer whose application you just received with the last name Doe. You would change the status search to Prospect, like on page 7. Then you would click the D tab. Volgistics would then show you all the volunteers that are Prospects who have a last name that begins with D. You then are able to tag that specific volunteer with the last name Doe. Using this letter tab you can tag as many of volunteers as you need by clicking the Tag box or Tag These.

If you change your mind and want to go back to searching all the volunteers, make all of the Include options Any and choose All.
Assignments

The assignments tab on the left side of the screen allows you to view, edit, and add to all the existing volunteer assignments. These assignments are organized by the title Place. Each place designates a different group of tasks available. For example, Employee positions are in the assignment section under the Place Employee.

Adding/Editing an Assignment

To add an assignment simply click on the Add a New Assignment link under the place that you wish for the assignment to be. For example, you might add a Child Safety Coordinator under the Administrative Support Place. To add a new place, click on the Add a New Place Button.

Once you click the Add a New Assignment link, you will be directed to the assignment editing feature. This screen will appear for each assignment you click on as well. For example, if you wish to edit the Fundraising Volunteer assignment, simply click on its link to bring up the editing feature.
Within this screen you can edit the name, location, or details of the assignment. Do not check the sign-in option within this section for any assignment. The sign-in option will allow all volunteers to sign in as this position, even if it is not their position. The system is currently setup to only allow those assigned to each position to sign in for that position. Volunteers are assigned to a position once they sign up for shifts. They only have access to sign up for certain shifts. See the Assignment Rules on the following page for further explanation.

You are also able to assign volunteers to an assignment through the Volunteers Interior tab within this section (shown above) or through the Service interior tab within each volunteer’s application (shown right).
Advertising Assignments

To advertise available assignments, click the Advertise button. This allows volunteers to see that volunteers are needed for this assignment. The assignment will appear on the www.bgcmuncie.org website in the current volunteer opportunities link.

If you would like to edit the description of the assignment that will appear on the website, you can do so through the Description interior tab within this section. You can also edit the hours of the assignment through the Profile interior tab. These can be seen on the previous page, top image.

Assignment Rules

The Assignment Rules interior tab allows you to edit who has access to each assignment. For example, the Fundraising Volunteer Assignment can only be accessed by a volunteer who has the flag intern. This makes sure that regular volunteers cannot schedule themselves for a position they are not assigned to. Positions such as Afterschool Tutor or Snack Assistant do not have these same rules in place. Each assignment can be edited differently in the Rules so that the correct volunteers have access to scheduling for their assignments.
Schedule

The Schedule exterior tab on the left allows you to see what volunteers are already scheduled for the day, week, or month. It also allows you to add, edit, and remove volunteers from the schedule.

Viewing the Schedule

After you click on the exterior Schedule tab on the left, you will have access to the current day's volunteer schedule. To view the full month's volunteer schedule, click on the Calendar button under the title Schedule.

Editing Volunteers

To Edit a volunteer on the schedule click on the Edit option to the right of the volunteer's name.
Once you click the Edit option, you will be directed to a section that will allow you to edit different aspects of that volunteer’s schedule entry. You can edit items such as the name of the volunteer, assignment, or time.

Removing Volunteers

To remove a volunteer from the schedule, click the Remove option to the right of their name
Adding Volunteers

To add volunteers to the schedule click the fill option to the right of their name (see above) or scroll to the bottom of the page to the Schedule a Volunteer Section.
**Tickler**

The Tickler exterior tab on the left of your screen is used to categorize volunteers that need to complete checklist items or to determine which volunteers are eligible for awards. Your primary use of the tickler will be to complete background checklists and determine service award eligibility.

![Tickler Screenshot](image)

**Background Checks**

The first step in completing background checks is to determine which volunteers still need background checks completed. To determine this information make sure that the Tickler's Checklist includes Background Check, Due Now, and Due in the next 30 Days. Your screen should look like the screen above. Then press Go.

Once you press Go, the tickler will provide you with a list of volunteers that need background checks completed now or within the next thirty days.
Now tag the volunteer(s) you wish to complete a background check on. Tag the volunteer by clicking on the box to the left of their name under the Tag column.

Next, click on the Print exterior tab on the left side of your screen. From there, you will press the + next to Volunteer List. Then click on the Background Check Template.
After clicking on the Background Check Template, you will be provided with several options. Choose the Print it option.

Once you click on the Print it option, you will be able to make any edits to the document that you need to.
Make sure that the number of volunteers you previously tagged for the background check is noted in the Tagged Volunteers section. Then press Print again. Please note, you are not actually printing this document to your printer. Instead the “Print” function emails you the document to the mailbox within this database.

To access the Background Check Template with your tagged volunteers information, click on the Mailbox exterior tab on the left. Then you can choose the Background Check Template that you just printed.
This Excel file will be used to fill out the official Background Check template that you will receive from the Director.

Make sure that the official template contains both important tabs, shown below.
Please copy and paste the last name, first name, street name, city, state, zip code, birth date, and social security number into the document.

Do not make changes to the settings or headings in this document. You CAN convert the zip code column to a number cell. You SHOULD make sure that all birth dates are in the mm/dd/yyyy format. You also SHOULD make sure that all social security numbers are in the xxx-xx-xxxx format.

Once this is completed, email it to the Director. The Director will then send you a document that informs you of which applicants now have an approved background check.

The final step in this process is to go back to the Tickler. Remember, the Tickler is an exterior tab on the left side of the screen. You will then make sure that the Tickler’s Checklist includes Background Check, Due Now, and Due in the next 30 Days. Your screen should look like the screen below. Then press Go.
You should return to the original screen that you begin with, listing the volunteers that need background checks completed now or in the next thirty days. Now you need to check the Background Check box of the volunteers whose background checks are now approved. You also need to untag these volunteer by unclicking the box to the left of their name. At the bottom of the screen you will be able to confirm the date by clicking inside the date box. Then click Save.

See the below image for an example. Once you click save, you will have approved the background check for that volunteer or volunteers.
Awards

Viewing volunteers that are eligible for an award is similar to viewing volunteers that are in need of a background check. First, make sure you are on the Tickler home screen. Notice in the below image that you only want to check the items in the award section that you are interested in seeing volunteer eligibility. Do not click anything in the Checklist section unless you wish to see both the Checklist items and Awards at the same time.

Once you have your award criteria selected, press Go. You then will be able to see volunteers that are eligible for those awards.
Post/Tags/Sets

The Post, Tags, and Sets exterior tabs are other ways that you can categorize and organize volunteers. These tabs are used less frequently than the others so they will only be described briefly in this handbook.

Post

The Post exterior tab on the left is used to post hours of specific volunteers or groups of volunteers. This can be used to add hours to a group of volunteers that did not record their own hours or add additional hours to a specific volunteer who worked an additional individual task.
Tags

The exterior left Tags tab is used to tag a large group of volunteers at once. This is an efficient way to make changes to a large amount of volunteers at one time or obtain information about a large group of volunteers quickly. See page 14 for additional ways to tag volunteers.
Sets

The Sets exterior left tab on your screen is a more permanent version of tagging. If you find yourself frequently tagging a specific group of volunteers you can place them in a set. This allows you to print or change information within this volunteer group. This could be helpful if you have a volunteer group who needs their hours printing weekly or if you need to quickly access the email addresses of a group of volunteers to send a monthly reminder. You also can permanently group together volunteers under a specific flag. For example, if you are printing the schedule for employees each week it might be helpful to place them in a set so that you do not always have to search for them by their flag. For more information on flags see page 11.
Print

The Print Tab, located on the exterior left, is used to send reports and documents to your mailbox.

There are many reports that you can print based on the type of information you need. The three most common reports you will need here at the Boys & Girls Club of Muncie are Volunteer Service Hours, the Volunteer List, and Employee Time Sheets.
Volunteer Service Hours

Volunteers will often need an official report of their service hours. If you do not want all of the volunteers listed in this report, tag the volunteers you would like to include before beginning this process. An explanation of how to tag individual volunteers can be found on page 14 or a group of volunteers on page 32.

To obtain a list of a specific volunteer or a group of volunteers' service hours click the Print exterior tab on the left. Next, click on the + next to Service Details. Now you will need to access the Volunteer Service details report by clicking on the Volunteer Service Details link.

After clicking the link you have the option to Print the report, which will send it to your mailbox, Modify the report to make permanent changes to the report, or Clone the report to make a new report that has identical features as this one. You also are able to view an example of the report as well as cancel your request.
Click the Print it option.

The final step for printing a Volunteer Service Hours report is to temporarily customize it to fit your needs. The next screen will allow you to do this. You can choose what dates you would like to be included in the report as well as which individual or group of volunteers you would like to print service hours for in the report.
Volunteer List

The Volunteer List Report is used for the VicTouch Monitor located by the front desk. This list includes all active volunteers and their password. This is printed each day for the volunteers and is placed in front of the VicTouch Monitor in case volunteers have forgotten their password to login.
To print this report, first click on the Print exterior tab on the left. Next click on the + next to Volunteer List.

Now click on the Volunteer List link. You will then proceed through the same steps to print the report as you did for Volunteer Service Hours Report. The images below show this process again.
Remember that when you print a report you are actually sending it to the mailbox. Instructions for accessing the mailbox can be found on page 42.
Employee Time Sheet

The Employee Time Sheet Report is located in the Print section under Service details. You can access it by clicking on the + next to Service details. This report shows the number of hours each employee worked each day. You are able to determine which days are included in the report. Typically, this report will show the past week or two weeks of employee hours.

To print this report, click on the Employee Time Sheets link.
As you can see in the image above, there are several options available before you actually print the report. The Modify it button allows you to make changes to this particular report. The Clone it button allows you to make an identical report to this one. This is helpful if you wanted to implement time sheets for another group of volunteers, such as the Interns. By cloning the Employee Time Sheet you are able to create an identical report, but with different volunteers or criteria. Within these options, you also are able to delete this report permanently or cancel your request. To print the Employee Time Sheet, click Print it.

A final window will appear before the document is sent to your mailbox. This window allows you to make temporary changes to the report. For example, in this window you can customize the days that the report will chart or add additional volunteers to the chart. These changes will not change the overall report. To make changes to the overall report you should use the Modify button in the previous window.
Once you are satisfied with the report, click Start Printing. You will then find your document in your mailbox. If you do not immediately see your Employee Time Sheet, wait a few moments and then click the Refresh button. For information on accessing the Mailbox see page 42.
Mailbox

The Mailbox tab is located on the exterior left side of your screen. The mailbox is where you will find incoming mail from volunteers, reports you have printed, access to emailing volunteers, sending VicMail (messages to the VicTouch screen for volunteers to view), and auditing of volunteer service hours.

Inbox

When you first click on the Mailbox tab you will be directed to your inbox.

![Mailbox screenshot](image)

The inbox is where you will find reports that you have printed as well as incoming mail from volunteers. If you do not see a report that you recently printed, click on the Refresh button in the top left corner of the inbox.

Outbox

The second interior tab of the mailbox is the Outbox. This is where you can view all of the emails and VicMail that you have sent. The Outbox is also where you can send a message.
Sending Email and VIC Mail

To send an email or VIC Mail click on the Send a Message button. If you would like to send an email to volunteer(s) click on the email option. If you would like to send VIC Mail click on the VIC Mail option. VIC Mail sends a message to the touch screen monitor (VicTouch) that volunteers view when they are logging in to the system.

You also can choose which volunteers you would like to receive the email or message. You can do this by tagging the volunteers before opening the mailbox, selecting a specific volunteer from the pull down bar, or choosing volunteers with a specific status or set.
After typing your message you can choose to send the email now or later. If you are sending VIC Mail, you can indicate how long you would like the message to appear on the screen. This option will not appear unless you indicate that you want to send VIC Mail. An example is shown on the next page.
Applications

The mailbox also holds all pending applications under the interior tab Applications. For more information on Applications please see page 6.

Service Editing and Auditing

The mailbox stores all volunteer service hours that need auditing within the interior Service tab. Volunteer service hours need audited when a volunteer forgets to log out, does not identify an assignment, posts his or her own hours or is under a service requirement.

To Audit a volunteer's service entry, click the edit button to view the entire entry. If the volunteer has not listed an assignment place them under the best assignment that corresponds with their service time. For example, volunteers with the service time of 2:30pm to 6:00pm can be listed as Afterschool Fun Assistant. Volunteers listed with the service time of 6:00pm to 9:00pm can be listed as Mentor for Girls or Boys. If the volunteer listed is an Employee, make their assignment their employee position.
Often individuals will have an assignment listed. When auditing this volunteer's service time verify their hours and then click Save to audit their entry. You also can place a check in the box to the left of their name, and then press Audited. See the below image for an example.

![Service Entry Example](image)

**Additional Mailbox Features**

A Help Email tab and Documents tab are also located within the mailbox. The Help Email tab can assist you with any problems you encounter when sending an email. The Documents tab provides a place for you to upload documents that you would like to email to volunteer or keep within the database.
Who's Here?

The Who's Here feature, located on the exterior left tab, allows you to view what volunteers are in the club at all times.

Setup

The Setup tab on the exterior left allows you to make larger changes that affect your entire database. Some of the main areas that you might make changes are Checklist, Awards, Online Forms, VicNet, and VicTouch.
Checklist

To access the Checklist within Setup, simply click on the + next to Checklist. This will allow you to make additional checklist items or edit the existing checklist items. The Checklist is a tool that makes sure volunteers have met all requirements needed to uphold their active volunteer status. For example, if you wanted to add a new checklist item of Interview, this would be where you could do so. Click on the Add a New Checklist Item link.
Awards

Within the Setup you can access the Awards by clicking on the + next to Awards. Any type of reward can be created using the information within the Volgisitics database. Currently, awards are set up for every 25 hours of service. If you would like to add additional awards, simply click on the Add a New Award link. To place further specification on awards, click on the Ground Rules link.
**Online Forms**

Within the Setup you can make changes to the Online Forms on the Boys & Girls Club of Muncie website. This can be found under the option Online Forms. To make changes simply click on the link that corresponds to the document or item you would like to edit. To make even further edits, use the Ground Rules link.

![Volgistics Setup](image)

**VicNet**

VicNet is the online portal that allows volunteers to schedule their own hours, track their hours, and view other volunteer information that corresponds with the Boys & Girls Club of Muncie. To make changes to VicNet, click on the Vic Net option shown above.
VicTouch

VicTouch is the touch screen monitor used by volunteers to clock in and out of their volunteer service. To make changes to what the volunteers can see and access, click on the VicTouch option shown in the image on the previous page.

Help Videos

If you have further questions or still don't quite understand the Volgisitics system please consult the Help Videos. These can be found by clicking on the Help exterior tab on the left. This tab will open up a new window browser. These videos were created by the Volgisitics company and walk you step by step through these volunteer management tasks.
Ideal Volunteer Coordinator Characteristics

Able to Multi-Task
Adaptable
At least a one-year commitment
Available Every Day 3pm-9pm
Dedicated
Driven
Enjoys working with people
Excellent Communication Skills
Extreme Attention to Detail
Patient
Quick Email Response
Quick Product Output
Self-Motivated
Volunteer Experience
Volunteer Management Experience

GREAT FUTURES START HERE.

BOYS & GIRLS CLUB OF MUNCIE
Volunteer Coordinator Interview Questions

Describe your most meaningful volunteer experience either as a volunteer or working with a volunteer.

Name a time where a situation/project didn’t go your way, how did you respond?

Describe a project that you succeeded in and explain why it was successful.

How do you manage and prioritize your social, educational, family, professional projects?

What is one word that best describes you as a person?

Why are you interested in this position?

What experiences and positions have prepared you for this position?

How would you handle an unsatisfied volunteer?

How would you implement a recognition program for volunteers?

What do you consider the number one priority of a volunteer coordinator?
SWOT Analysis

"Organizational strategies are the means through which companies accomplish their missions and goals. Successful strategies address four elements of the setting within which the company operates: (1) the company's strengths, (2) its weaknesses, (3) the opportunities in its competitive environment, and (4) the threats in its competitive environment. This set of four elements—strengths, weaknesses, opportunities, and threats—when used by a firm to gain competitive advantage, is often referred to as a SWOT analysis. SWOT was developed by Kenneth Andrews in the early 1970s, and it continues to be used with only minor modification and development into the twenty-first century."

## SWOT Analysis

### Volunteer Program at the Boys & Girls Club of Muncie

**Strengths**

- Physically active/able volunteers
- College Connections (BSU, IUPUI)
- BGCA brings in connections
- Volgistics
- Volunteer Badges
- Enjoyable Tasks
- Flexible Scheduling
- Location
- Staff Knowledge
- Resources/Outside Connections
- Hour Tracking

**Weaknesses**

- Short-term volunteers
- College volunteers are dominant
- Lack of Diversity in Volunteers
- Orientation
- Volunteer Supervision
- Group Tasks
- Coordinator In Person Availability
- Volunteer Daily Appreciation

**Opportunities**

- Newspaper Articles (FREE)
- Volunteer Open House
- Partnerships with Business/Churches
- Volunteer Campaign
- More Coordinated Programs
- Personalized Interviews
- Scheduled Weekly Orientations
- Exit Interviews
- Weekly Commitments

**Threats**

- Volunteer Supervision
- Volunteer Training
- Access to Sensitive Information
- Multiple Volunteer Contacts

February 21, 2014
Suggestions for Volunteer Program

Additional Ball State University coordinated programs (at least 5)

Expand volunteers outside of college students

List of potential volunteer group tasks established bimonthly

Media (Press Releases) issued at least once a month

Orientations every Monday at 3:30pm and Thursday at 6:00pm

Three Muncie recruitment events in August, December, and March

Twitter handle on volunteer application

Volunteer appreciation events in December, May, and July

Volunteer Coordinator present every day

Volunteer entry and exit Interviews

Volunteer Handbook that includes Safety and Code of Ethics

Volunteers operate on weekly commitments per semester

Volunteer pictures in profiles on Volgistics

GREAT FUTURES START HERE.

BOYS & GIRLS CLUB OF MUNCIE