

Volunteer Coordinator Resource Library

The following resources and templates are available in the Appendix.



Required Forms	Location in Appendix
<p>Position Description Template (Employment Mentor/Family Mentor) Staff should complete this job description template for volunteers or interns. A learning objectives section should be included in intern position descriptions.</p>	P. 3
Sample Resources	
<p>Staff Email Template The Volunteer Coordinator can use this template to email staff about the volunteer and intern process.</p>	P. 7
<p>Volunteer and Intern Request Form The Volunteer Coordinator can have staff fill out this form when they inquire about a volunteer or intern for their department. The form can also be filled out electronically.</p>	P. 8
<p>Volunteer Budget Template The Volunteer Coordinator can use this template to create a budget for volunteer operation expenses.</p>	P. 10



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Required Forms	Location in Appendix
<p>Volunteer and Intern Application Candidates should fill out the Volunteer and Intern Application.</p>	P. 12
<p>Volunteer and Intern Hire Letter Given to a candidate when they are offered a volunteer or intern position. The candidate should sign the letter and return it to the Volunteer Coordinator. The coordinator should in turn give the candidate a signed copy of the letter.</p>	P. 16
Sample Resources	
<p>Individual Volunteer Handout for Announcing Volunteer or Intern Opportunities The Volunteer Coordinator can customize the handout by placing a program's current volunteer or intern opportunities in the suggested areas. A coordinator can distribute the handout at events and information sessions.</p>	P. 18
<p>Information Session Packet A sample Information Session packet that can be distributed to potential volunteers and interns during an Information Session. The packet includes:</p> <ul style="list-style-type: none"> • Program Policies • Current Positions Available 	P. 19
<p>Sign-in Sheet All information session attendees should be asked to complete this attendance form.</p>	P. 25
<p>Email Response to Volunteer or Intern Inquiry The Volunteer Coordinator can use these templates to ensure that the prospective volunteer or intern receives an immediate response to their inquiry.</p>	P. 26
<p>Volunteer and Intern Processing Cover Sheet This sheet can help to keep track of where the volunteer or intern is in the recruitment and placement process.</p>	P. 27
<p>Sample Volunteer/Intern Reference Check Form A reference check should be completed for all candidates. This document is a sample reference check form that a Volunteer Coordinator can use when checking a candidate's references. This form can be modified as desired.</p>	P. 28
<p>Sample Interview Questions The Volunteer Coordinator and/or program staff are required to conduct interviews of every potential candidate. This document has general questions a Volunteer Coordinator can use for the interview. These questions can be modified as desired.</p>	P. 29
<p>Placement or Non-Placement Email Response The Volunteer Coordinator can use the sample email response to offer a candidate a position or decline their application.</p>	P. 31
<p>Recruitment Strategies Additional recruitment strategies to help a Volunteer Coordinator with the recruitment plan.</p>	P. 32

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Required Forms	Location in Appendix
<p>Orientation Packet A program can determine the contents necessary for an orientation packet. The following documents should be included in the packet:</p> <ul style="list-style-type: none"> • Organization Chart • Safety and Security Plan • Volunteer and Intern Program Policies (these are determined by program- the packet is a sample) • Social Media Guidelines • Worksheets and Forms • Timesheet Instructions • Image Consent and Release Form if applicable 	P. 39
<p>ID Card</p>	P. 52
Sample Resources	
<p>Social Media Best Practices and Guidelines for Volunteer Coordinators Volunteer Coordinators should refer to this document when using social media websites to promote the organization.</p>	P. 53
<p>Refugee Fact Sheets Refugee fact sheets that cover information about refugees' countries of origin and basic demographic information can be found on the CORE website.</p>	CORE website

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Required Forms	Location in Appendix
<p>Intern Information Form The Volunteer Coordinator should have supervisors and interns fill out the form together. With the help of the form, interns and supervisors will be able to establish goals and other plans.</p>	P. 56
<p>End of Term Evaluation for Intern Interns should fill out the evaluation at the end of their time of service and submit it to the Volunteer Coordinator.</p>	P. 57
<p>HR Dismissal Language Language that can be used to dismiss a volunteer or intern.</p>	P. 60
Sample Resources	
<p>Volunteer/Intern Recognition Ideas Ideas to help a Volunteer Coordinator recognize volunteers and interns.</p>	P. 61
<p>Sample Recognition Agenda A sample agenda for a volunteer/intern recognition event.</p>	P. 61
<p>Sample Volunteer/Intern Year-Long Recognition Plan A sample year-long recognition plan that can be used as a reference.</p>	P. 62
<p>Volunteer Engagement and Sustainability A tip sheet for a Volunteer Coordinator on volunteer engagement and sustainability.</p>	P. 63

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Required Forms	Location in Appendix
<p><u>Volunteer Feedback Survey</u> A volunteer should fill out the survey during their last week of service.</p>	P. 65
<p><u>Staff Evaluation of Volunteer Operations</u> Staff can fill out a survey to help evaluate the volunteer operations program as needed.</p>	P. 67
<p><u>Group Volunteer Feedback Survey</u> Group volunteers, such as corporate groups, church groups, and civic groups, should fill out the survey in Survey Monkey to provide feedback on their volunteer project.</p>	P. 68
Sample Resources	
<p><u>Volunteer/Intern Job Handover Form</u> Prior to their last day, the volunteer or intern can fill out this form, which provides a list of their completed and on-going projects.</p>	P. 70
<p><u>Volunteer Exit Interview Questions</u> An in-person exit interview can be conducted for the volunteer or intern. This document provides general questions a Volunteer Coordinator can use for the interview.</p>	P. 72
<p><u>Thank You Letter Template</u> The Volunteer Coordinator can use the template to write a thank you letter to the volunteer or intern upon completion of service.</p>	P. 73
<p><u>Standard Recognition Certificate</u> A recognition certificate to be given to volunteers and interns.</p>	P. 74
<p><u>Reference Letter Template</u> If requested, the Volunteer Coordinator can use the template to write a reference letter or recommendation letter for a former volunteer or intern.</p>	P. 75

Additional Volunteer Coordinator Resources

This section contains helpful resources and networks for Volunteer Coordinators.

International Professional Associations

- The European Volunteer Centre (CEV) is the European network of over 60 organizations dedicated to the promotion of, and support to, volunteers and volunteering in Europe at European, national or regional level. www.europeanvolunteercentre.org
- International Association for Volunteer Effort (IAVE) exists to promote, strengthen, and celebrate volunteering in all of the myriad ways it happens throughout the world. With members in 70+ countries, we are the connective tissue of a global network of leaders of volunteering, NGOs, businesses and volunteer centers that share a belief in the power of volunteers to make a significant strategic contribution to resolving the world's most pressing problems. www.iave.org
- ALIVE (Association of Leaders in Volunteer Engagement) is an American membership organization of leaders and professionals in volunteer engagement. ALIVE serves to enhance and sustain the spirit of volunteering in America by fostering collaboration and networking, promoting professional development, and providing advocacy for leaders in community engagement. www.volunteeralive.org

Additional European Resources

- [Ethelon](#): Greek Volunteer network
- [European Solidarity Corps](#): The European Solidarity Corps is the new European Union initiative which creates opportunities for young people to volunteer or work in projects in their own country or abroad that benefit communities and people around Europe.
- [European Voluntary Service](#)
- [Volonteuropa](#)

Additional US Resources

- [Volunteer Match](#)
- [Corporation for National and Community Service](#)
- [Serve.gov](#)
- [AmeriCorps](#)
- [Idealist](#)
- [National Service Learning Clearinghouse](#)
- [Points of Light Institute](#)
- [Hands on Network](#)
- [Energize, Inc.](#)

Appendix

Stage 1: Planning Forms and Sample Resources

Position Description Template

TITLE:

LOCATION:

START DATE:

DURATION:

BACKGROUND: [Overview of your organization]

SCOPE OF (Insert Volunteer or Intern) WORK: As an introduction to the position, this brief, but concise overview of the role should give the reader an understanding of the important components of the job and how it fits into the mission of the program.

RESPONSIBILITIES: This detailed, but focused, description of the essential functions of the job should clearly outline the most prominent responsibilities that are primary and fundamental to the position.

Tips to Consider:

- *Primary and fundamental responsibilities*
- *List in a specific order*
- *Be concise*
- *Use verbs that describe action*
- *Use measurements*

LEARNING OBJECTIVES: [Insert 3 Objectives for Interns Only]:

1. **(Example) Student will learn how to effectively manage educational programs across a wide network.**
- 2.
- 3.

REQUIREMENTS: The requirements should establish a baseline (minimum) for educational background, previous work experience, professional knowledge or certification, specific skills and strengths, and any other skill necessary to perform the essential functions.

The requirements should include:

- The minimal level of educational background. If applicable, add the accepted alternatives to education.
- Any special certificates or licenses, if needed, e.g., CPA or Chartered Accountant.
- The minimum years of previous experience. If applicable, list the accepted alternatives to specific experience.
- Describe the proven technical expertise, if needed – Add the years of experience with this particular technical expertise;
- List and describe in further detail all the skills needed to do the job. Make sure to include the specific level of skill needed, e.g., excellent, solid, strong, basic, etc.
- If any extraordinary abilities are needed, list and describe them, e.g. language requirements.
- This position reports to the [insert name of supervisor].



SAMPLE VOLUNTEER DESCRIPTION

Employment Mentor International Rescue Committee

BACKGROUND:

Founded in 1933, the International Rescue Committee is a leading, non-sectarian non-profit organization providing emergency relief, protection, rehabilitation assistance, resettlement services, and advocacy for refugees and victims of oppression or violent conflict. IRC Salt Lake City staff ensure new refugees have food, shelter, and clothing, and work with refugees to help them gain self-sufficiency through English language classes, job training and placement services, and community participation activities.

SCOPE OF VOLUNTEER WORK:

The employment mentor will be an employment guide and friend for a refugee during their adjustment into the American workforce. Employment mentors assist refugees in gaining and honing their job searching skills, and practicing English skills around job searching and the work place. Mentors should be prepared to: help fill out job applications, assist refugees in following-up on applications and interviews, both in person and over the phone, and aiding refugees in focusing on self-reliance through obtaining a job as soon as possible. Employment mentors are required to meet with their refugees at least 2 hours a week. Mentors usually work with their clients for 3-4 months, or until the client finds employment.

ESSENTIAL POSITION FUNCTIONS:

- Employment mentors are expected to help their mentee stay focused on their job search and be willing to accept any job. Past experience has shown that almost all refugees will have to take an entry-level job during their first 1-2 years in the United States. Thus mentors can be instrumental in helping refugees understand that most people in the United States have had to do the same thing at different periods in their lives, regardless of their previous work experience or education.

COMMITMENT:

- Able to commit at least 2 hours a week for 3-4months; schedule is otherwise flexible
- Communicate hours and progress on a monthly basis to IRC

REQUIREMENTS:

- Some job-seeking experience
- Cross-cultural sensitivity, flexibility, patience and a sense of humor
- Access to a car or knowledge of the public transportation system, and the willingness to take clients to potential work-sites for applications or interviews
- Desire to help refugees with their employment needs
- Willing to adhere to IRC volunteer and workplace policies, including confidentiality policies and respect for refugee experiences
- Ability to communicate clearly and effectively in English; additional fluency in a refugee language preferred
- Must pass a background check, motor vehicle check and proof of insurance (if driving)

Reports to: Volunteer Coordinator and Employment Specialist



IRC in Seattle and SeaTac

SAMPLE VOLUNTEER DESCRIPTION

Family Mentor

Please Note: This is an unpaid position

BACKGROUND:

Founded in 1933, the International Rescue Committee is a leading, non-sectarian non-profit organization providing emergency relief, protection, rehabilitation assistance, resettlement services, and advocacy for refugees and victims of oppression or violent conflict. Domestically, our 22 resettlement offices across the country ensure new arrivals have food, shelter, and clothing, and work with refugees to help them gain self-sufficiency through English language classes, job training and placement services, assistance with various immigration services, youth programming and community participation activities.

SCOPE OF VOLUNTEER WORK:

Become a Friend of the Family Mentor and help a newly arrived refugee family adapt to a new home, new culture and new life in the U.S. You can warmly welcome a family into our community by serving as a friend, a guide and an advocate. Your mentoring experience may take many forms and can include things like visiting each other's homes or going on scheduled outings such as concerts, sporting events or plays. Playing simple board games, cooking a dinner together, or otherwise making time for your family will show that you care and are sincere in your desire to help them adapt.

Other common mentor activities include assisting kids with homework, helping family members improve their English language skills, or assisting with simple, everyday tasks like sorting through mail. Mentors are a valuable source of cultural knowledge and help family members learn new customs and norms. Mentors also serve as an extra source of support to refugees seeking their first jobs in the U.S. by teaching them about the job search process, basic job-readiness skills such as workplace etiquette and expectations, as well as work-related language skills.

Mentors help refugee families become familiar with new systems and community resources, and help families learn to troubleshoot challenges they encounter. Mentors also keep the IRC up-to-date on their family's progress by encouraging clients to communicate with IRC staff and, in some cases, directly alerting staff of questions, concerns or success stories. The ultimate goal of the Mentor is to support IRC clients on their paths toward living independent and involved lives in their new community.

LOCATION: Primarily South King County (requires frequent travel to this location)

TIME COMMITMENT: Average 2-4 hours per week, flexible days/times. Minimum 6 month commitment.

ESSENTIAL POSITION FUNCTIONS:

- Meet with a refugee family on a weekly basis to engage in activities together – activities can be practical, educational or just for fun!
- Familiarize the family with services and resources available in the community
- Help the family troubleshoot challenges they encounter
- Help orient the family to a new neighborhood, culture and environment
- Help family members improve their English language skills

REQUIREMENTS:

- Must be culturally sensitive and respectful of various backgrounds, lifestyles and beliefs
- Previous experience working with refugee/immigrant, multi-cultural and/or low-income communities preferred

- Must be willing to communicate with English language learners

- Report volunteer hours monthly to IRC Volunteer Specialist and communicate questions, concerns or ideas regularly to IRC Mentor Team
- Respect client privacy and treat family information as confidential
- Must be able to fulfill at least a six month time commitment
- Flexibility, resourcefulness, and easy-going attitude a plus

Reports to: Volunteer Specialist

Staff Email Template

Dear **[insert program staff member name]**,

Thank you for inquiring about a volunteer or intern for your department. To make the process flow most easily, I will help facilitate recruitment, training, and recognition of your future volunteer or intern.

Please follow the steps below and in the next **[insert time of process]** you will have a volunteer or intern!

Process

Step 1: Fill out a Volunteer and Intern Request Form and the Position Description Form

Step 2: Send the completed documents to **[insert Volunteer Coordinator email]**

Step 3: Attend a Volunteer and Intern Staff Training on **[insert date of training]**

Step 4: I will work on matching you up with the appropriate volunteer or intern

I look forward to working with you.

Regards,

[insert Volunteer Coordinator name]

Volunteer and Intern Request Form

- Please fill out a separate form for each position
- Volunteers usually contribute **[insert amount of hours per week]**
- Interns usually contribute **[insert amount of hours per week]**

Department:	
Contact Name:	
Contact Email:	
Position Description:	
Hours Requested Per Volunteer Per Week:	
Start/End Date:	
Intern Days/Hours:	
Additional Comments:	

Volunteer and Intern Process Tips

Outlining a formal volunteer and intern request process will help ensure that staff adequately follow the correct procedures.

Tips for creating a formal request process:

1. Be clear and descriptive with the step by step process staff go through to make a request. Example:
 - Staff complete Volunteer and Intern Request Form and Position Description Template.
 - Volunteer Coordinator reviews and approves request.
 - Volunteer and intern recruitment is completed, applications are processed.
 - Staff contact volunteer to set up a schedule.
2. Do not accept staff verbal requests.
3. Give a clear timeline of how long the process should ideally take.
4. Ensure that the projects have been vetted and are in line with the department's priorities.

Volunteer Budget Template

Planning	Budget	Actual
Materials for Staff		
Recruitment and Placement	Budget	Actual
Marketing Materials (Flyers, One-Pagers, Posting on Websites, etc.)		
Information Materials for Volunteers/Interns (Applications, legal forms, etc.)		
Misc. Cost		
Orientation and Training	Budget	Actual
Materials for Orientation Sessions		
Additional Materials for Supervisor Trainings		
Food and Snacks		
Support	Budget	Actual
Program Supplies for Staff and Volunteers/Interns		
Recognition Events/Outings for Volunteers/Interns		
Awards and Gear		
Post Service	Budget	Actual
Certificates/Thank You Gifts		
General Post Communication		
Total Expenses	Budget	Actual
	\$ -	\$ -

Stage 2: Recruitment and Placement Forms and Sample Resources

Volunteer and Intern Application

We appreciate your time in helping our organization and clients, and we thank you for your interest. The information provided in this application is confidential and for internal use only. Please complete the application thoroughly and return it to **[insert Volunteer Coordinator name]**.

Please print clearly.

I. Contact Information

First Name:		Last Name:		Preferred Name(Nickname):	
Date:			Home Telephone:		
Mobile Phone:			Email Address:		
Address, City, State, Postal Code:					
Best Time to Contact:			Preferred Method of Contact:		
<i>(Optional) Age Category: Please circle or underline</i>					
Under 18 18+					

II. Availability

Approximately how many hours in total are you available (weekly/monthly)?

Please fill in the hours you are available to volunteer:

Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.

III. Background Information

EDUCATION

Name & City	Did you graduate?	Degree/Area of Study
Secondary School:		
University:		
Other (please specify)		
Special Skills, Qualifications, Trainings, or Certifications:		

WORK HISTORY:

Are you authorized to work in this country?

Yes

No

Name and Location	Dates	Job Title/Duties
Current Employer: (if applicable)		

Volunteer Work: List organization(s) name and type of work you provided:

Do you have a reliable form of transportation?

Yes

No

If yes, please describe:

REFERENCES: Please provide two references of persons not related to you.

Name and Location	Phone and Email	How long and in what capacity have you known this person?

IV. Interests and Questions

Please list your top THREE program position choices.

- 1.
- 2.
- 3.

Please list your spoken languages and your level of proficiency (Novice, Intermediate, Advanced, Superior):

Language	Level	Language	Level
_____	_____	_____	_____
_____	_____	_____	_____

Volunteer Interests (Rank by importance 1-5, with 1 being most important):

- | | | |
|-------------------------|--------------------|----------------------|
| Clerical/Administrative | Mentoring | Tutoring |
| Driving/Transportation | Technical/Computer | Special Events |
| Training | Translation | Donations Assistance |
| Other (please specify): | | |

Have you previously volunteered or interned with us? If yes, please specify date and program.

Are any relatives currently or in the past employed by the organization? If yes, provide name/relationship.

How did you learn of volunteer/intern opportunities at xx?

If you do have any special requirements for becoming a volunteer or intern (e.g. time sheet for college credit, or work), please explain the details.

Would you be willing to help collect donations, monetary or in-kind, for refugee families through your workplace, school, community group, or other group? If yes, please list organization(s) and type of donation(s):

V. Authorization to Check References

I, _____, hereby authorize **[Insert name of organization]** to contact all my employment and educational references, and to inquire about, investigate, and obtain copies of any record which relate to me from my former employers and educational institutions I have attended. I hereby release **[insert name of organization]** and all affiliated entities, as well as any person or institution that provides **[insert name of organization]** with any information about me, from any and all liability whatsoever resulting from such inquiry, investigation, or communication.

Applicant Signature _____

Date _____

Print Name _____

(Address)

(Volunteer Hire Letter)

Date

Name

Address

Dear _____,

We are pleased to invite you to volunteer with (insert organization name) as a (insert title) with the (insert unit/department), in (local/regional location). You will be reporting to (name/title). We are confident that you will find this opportunity to be an excellent experience and one where you will enjoy seeing the advance of the important work of our organization. You acknowledge that you are not an employee of (insert organization name), nor are you entitled to any compensation or benefits in this role, and that (insert organization name) would not otherwise be filling this role but for your volunteering for our mission.

Your volunteer assignment will begin on (insert date) and you are scheduled for (insert number of hours) hours per week. Your last day is expected to be (insert date) but your volunteer opportunity may be ended by (insert organization name) at any time for any reason, with or without cause or notice. In turn, you may also end your volunteer role with (insert organization name) at any time and for any reason. We sincerely look forward to your time with us.

As an (insert organization name) Volunteer, you may become privy to matters of a confidential nature regarding the (insert organization name). You should not disclose any confidential matters regarding the (insert organization name), its, donors, and/or beneficiaries and when your volunteer role comes to an end, you should provide to (insert name of organization) all (insert name of organization) material in your possession, of whatever origin, including without limitation duplicates, facsimiles, electronic versions, models, prototypes, and notes relating thereto. You may use (insert organization name) and/or marks only for activities authorized by (insert organization name). We also ask that while volunteering with (insert organization name), you conduct yourself in accordance with the Standards for Professional Conduct and organization policies.

Please sign a copy of this letter and return it in acknowledgement of your understanding and acceptance of this arrangement.

Again, welcome to the (insert organization name), we wish you success in your new role with us.

Sincerely,

(insert HR representative name)
(insert HR representative title)
cc: (insert supervisor name)
File

(insert volunteer name- signature)

(insert organization address)
(Intern/Fellow Hire Letter)

Date

Name

Address

Dear _____,

We are pleased to invite you to join and train with the (insert organization name) as an unpaid (insert title) (Intern or Fellow) with the (insert unit/department), in (local/regional location). You will be reporting to (name/title).

Your internship/fellowship will begin on (insert date) and you will work (insert numbers of hours) hours per week. While your (internship/fellowship) is expected to end on (insert date), (insert organization name) may end it at any time for any reason, with or without cause or notice. In turn, you may also end your (internship or fellowship) with insert organization name at any time and for any reason.

You acknowledge that this internship/fellowship is for your benefit and training, and that you are not an employee of (insert organization name), nor are you entitled to any compensation or employee benefits in this role. We are confident that you will find this opportunity to be an excellent learning experience and one where you will enjoy seeing the advancement of the important work of (insert organization name).

As part of your internship/fellowship, we will also provide you with an evaluation of your performance and efforts at the end of this (internship or fellowship).

[IF APPLICABLE (AND PREFERABLE): This internship is a component of your curriculum at _____ (College/University), for which you are eligible to receive course credit at the end of this internship. Please provide us with the appropriate forms so that (insert organization name) can ensure that you receive credit as appropriate.]

As an (insert organization name) Intern, you may become privy to matters of a confidential nature regarding (insert organization name). You should not disclose any confidential matters regarding (insert organization name), its donors and/or beneficiaries and when your [internship/fellowship] comes to an end, you should provide to (insert organization name) all (insert organization name) material in your possession, of whatever origin, including without limitation duplicates, facsimiles, electronic versions, models, prototypes, and notes relating thereto. You may use (insert organization name) and/or marks only for activities authorized by (insert name of organization). We also ask that while interning with (insert organization name), you conduct yourself in accordance with the (insert organization name) Standards for Professional Conduct and (insert name of organization)'s policies.

Please sign a copy of this letter and return it in acknowledgement of your understanding and acceptance of this opportunity.

Again, welcome to (insert organization name), we wish you success in your new role.

Sincerely,

(insert HR representative name)
(insert HR representative title) cc:
(insert supervisor name)
File

(insert intern/fellow name)

[Insert name of organization][Insert Program] Volunteer Opportunities

The [Insert name of organization] relies on volunteers to support their work in helping families adjust to a new life in {insert country name}. Volunteers form the very backbone of our Programs.



Please include photo credit.

What types of volunteer opportunities exist?
Volunteer opportunities range from [insert variety of volunteer opportunities that exist in your program]. We are currently looking for volunteers:

[insert program name that you need volunteers for urgently- i.e. Home Tutor Program]
 Describe the program, how many volunteers needed, and time commitment.

[insert 2nd program where volunteers are needed]

Describe the program, how many volunteers needed, and time commitment.

Who can I contact for more information?

If you are interested in volunteering, please contact [insert Volunteer Coordinator name], through email at [insert email].

OR

How can I become a volunteer?

Please go to our website: [insert program website] and RSVP to one of our information sessions.

OR

Please go to our website [insert program website], fill out a volunteer application, and email it to [insert Volunteer Coordinator email]. We will contact you within a few days.

Program Volunteer & Intern Information Session Packet

Dear Candidate,

Welcome to **[Insert name of organization]**. We thank you for your interest in joining our team. **[Insert name of organization]** **[Describe the work of the organization]**. **[Insert name of organization]** relies on volunteers and interns to support their work in helping these families adjust to a new life. Volunteers and interns form the very backbone of our Programs.

This packet will provide you with an overview of the **[Insert name of organization]** and our volunteer and intern program. We hope you will find this information useful in determining the type of volunteer or intern role that best suits you.

If you have any further questions, please feel free to contact:

[Volunteer Coordinator Name]

[Program address]

[Program phone]

[Program fax]

[Coordinator email]

Table of Contents

I.	All About [Insert name of organization].....
II.	Volunteer and Intern Program Policies.....
III.	How to GetInvolved.....
IV.	Volunteer & Intern Positions Currently Available.....

About the [Insert name of organization]: Background Information

[Insert name of organization] History

[Insert name of organization] program

[Insert program's general information, including core values, key services offered to clients, and organizational structure]

Benefits of Being a Volunteer and Intern

- Gain valuable cross-cultural experience and meet interesting people
- Become more connected to international issues and their local effects
- Make a difference in the lives of those persecuted by violence and oppression
- Gain valuable experience for your resume
- Periodic volunteer appreciation and training opportunities

Volunteer & Intern Program Policies

The Meaning of Volunteers and Interns

Volunteer: A volunteer provides services to the organization without compensation.

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.

All volunteers and interns must complete an application, and go through an interview process. Volunteers and interns must also attend an Orientation to welcome them into their new role.

Professionalism

The **[insert program]** expects all volunteers, interns and staff to conduct themselves with a high degree of professionalism, maturity, courtesy, and consideration for others. The following behavioral guidelines should be adhered to:

- Smoking is not permitted on property or on the performance of official business.
- Alcohol use is not permitted on property or on official business, except at approved functions.
- Drug use is prohibited.
- Harassing behavior of any sort is not tolerated.
- Volunteers and interns are expected to be on time and give supervisors reasonable notice if unable to perform assigned duties.
- Dress code should be followed (see attached).

Confidentiality

As a volunteer or intern, you are duty-bound not to reveal confidential or private information to anyone outside of the organization either during or subsequent to your relationship with the **[insert name of organization]**.

How to Get Involved?

How can you get involved?

1. Attend an Information Session
2. Fill out the application
3. Attend an interview with the Volunteer Coordinator and/or other staff
4. Complete and pass background check
5. Volunteer Coordinator offers you a position
6. Attend Orientation

Orientation

Orientations are held **[insert amount of times it will be held within a month]**.

Attendance & Absences

Every effort is made to arrange a schedule that can accommodate the needs of the department as well as the volunteer or intern. Once a schedule is agreed upon, volunteers and interns are expected to be prompt and reliable. If you are unable to work your scheduled hours, please notify your supervisor or the Volunteer Coordinator. *If a volunteer works independently with clients outside the program, they must notify the client if they are unable to keep an appointment.* A volunteer or intern wishing to take a leave of absence is asked to inform the Volunteer Coordinator and/or their supervisor.

Termination of Volunteer and Intern Services

The **[Insert name of Organization]** in **[insert program]** is constantly striving to provide the best mix of volunteers, interns, and staff to achieve our mission and goals. The **[Insert name of Organization]** reserves the right to terminate your volunteer or internship arrangement at any time, with or without cause or notice, and for any legal reason or for no reason.

Other Ways to Get Involved

Donate to the **[Insert name of Organization]**

- Donate Goods:
 - Clothes
 - Furniture
 - Food
 - Cars
- Donate Online:
 - Go to **program** website to make a contribution: **[insert program website]**
- Do It Yourself (DiY) Fundraising:
 - Start your own fundraising campaign to raise money for us.
- Attend an event:
 - The **[Insert name of Organization] program** holds multiple events throughout the year. Check out our website for more details **[insert program website]**.

[Insert Summaries of Volunteer and Intern Position Descriptions in this area]

Sample from the IRC:

Students Plus Academic Tutor, Youth Programs

4 Month Commitment

Monday, Tuesday, Thursday 2:30-5pm/Wednesday 12:30-3pm

2 days/week

The Students Plus program provides after school tutoring, mentoring, and leadership development programming for students attending Crawford High School. Volunteers must be available to provide one-on-one homework tutoring in (math, science, history, etc.) at least two shifts per week. Volunteers must be patient, able to work independently, reliable, and work well with people from other cultures.

Employment Assistant Volunteer, Resettlement Department

Minimum 3 month commitment - Flexible between 8:30am – 5pm - Minimum 8 hours/week

The Employment Assistant Volunteer will assist recently arrived refugees and other community members to search for a job. Volunteers will conduct one-on-one job search and will assist clients to create resumes, complete job applications, and practice basic interview skills. Volunteers will also help with administrative and research tasks as needed. Basic qualifications include computer skills (Microsoft Office, internet research, and email). Volunteer should also have experience writing resumes, interviewing, and applying to jobs online.

Sign-In Sheet

Name	Email

Email Response to Volunteer or Intern Inquiry

Sample 1

Thank you for your interest in *volunteering or becoming an intern* with **[Insert name of Organization] program**. Our next information session will be on **[insert date]** at **[insert location]**. Please RSVP to the information session by clicking here **[insert link]**.

Regards,

[insert coordinator's name]

Sample 2

Thank you for your interest in *volunteering or becoming an intern* with **[Insert name of Organization] program**. To apply for a *volunteer or intern* position, please fill out an application (←hyperlink to application) and submit it to **[insert email]**. Qualified applicants will be contacted as positions become available. If you have any questions, feel free to contact **[insert coordinator name]**.

Regards,

[insert coordinator's name]

Sample 3

Thank you for submitting your application with **[Insert name of Organization] program**. Qualified applicants will be contacted as positions become available. If you have any questions, feel free to contact **[insert coordinator name]**.

Regards,

[insert coordinator name]

Volunteer and Intern Cover Sheet Internal Use Only

DETAILS			
Full Name(s):			
Street Address:		Apt #:	
City, State & Zip:		Home Phone #:	
Email Address:		Mobile Phone #:	
REQUIREMENTS	DATE COMPLETED	NOTES	
Attended Information Session– 45 min			
Submitted Application			
Interviewed			
Volunteer and Intern Agreement Signed			
Copy of ID (if applicable)			
Personal Reference Form Received			
Volunteer Orientation and Completed			
Entered into Volunteer Database			
PLACEMENT			
Assignment:			
Start Date:		End Date	

Volunteer/Intern Reference Check

Dear Reference,

[Name of Applicant] has applied to be a **[volunteer/intern]** at the **[Insert name of Organization] program** and has listed you as a reference. Please answer the following questions regarding **[name of applicant]**. All answers are kept confidential. Please submit the form directly to **[Insert name of Organization] program** using the address above or return it to the applicant in a sealed envelope.

1. How long have you known the applicant?
2. In what capacity have you known the applicant?
3. What would you consider to be the applicant's strengths and how have you seen those strengths demonstrated?
4. What areas do you feel the applicant needs improvement?
5. Would you recommend that the applicant volunteer or intern in a social service setting?
Yes_ No
6. For the following character traits, please rate the applicant on a scale of 1 to 5.
1=Poorest, 5=Excellent
 - a. Dependability:
 - b. Cultural Awareness:
 - c. Flexibility:
 - d. Team Work:
 - e. Communication:
 - f. Honesty:
7. Additional Comments:

I, _____, verify that all the information presented on this form is accurate to the best of my knowledge and that any misrepresentation could result in the applicant's dismissal **[Insert name of organization]**.

Reference Signature

Date

Interview Questions

Volunteer or Intern Name: _____ Date: _____

Interviewer: _____

GENERAL QUESTIONS

What first attracted you to **[Insert name of Organization]**? Is there anything in specific to the work that we do that stands out?

What have you enjoyed the most about previously held positions?

What would you like to get out of volunteering/interning with **[Insert name of Organization]**?

What strengths and skills can you contribute to **[Insert name of Organization]** as a volunteer or intern?

FOR ANY VOLUNTEER/INTERN WITH REGULAR INTERACTION WITH REFUGEES

Our clients come to [Insert name of country] from many different ethnic and cultural backgrounds.

- a. What experiences have you had with individuals from other cultures?
- b. What have you learned from these experiences?
- c. How would you approach speaking with an individual who doesn't speak English well and may have different beliefs than you?
- d. What do you think some barriers to success might be for refugees coming to [Insert name of country]?

FOR MENTORS: Do you foresee any reason why you won't be able to perform any of the following:

Teaching language skills

Bus transportation training

At least **[insert time commitment]** commitment of around **[insert number of hours]** hours per week

Submission of Activity Log/Timesheet

WRAP UP QUESTIONS

What is your availability (days, hours, etc.)?

Is there a particular group of refugees/family size/area of town you'd like to work with/in?

What can I tell you about our agency?

EVALUATION/RECOMMENDATION

Punctuality: Great Good Average Poor

Appearance: Great Good Average Poor

Demeanor/Attitude: Great Good Average Poor

Cultural Awareness: Great Good Average Poor

Skills/Fit: Great Good Average Poor

Recommended for placement as volunteer or intern: Yes No

Recommended Volunteer/Intern Position: _____

Placement or Non-Placement Email

Dear **[insert potential volunteer or intern name]**,

Thank you for your interest in *volunteering or interning* at **[Insert name of Organization] program**. We would like to offer you the **[volunteer or intern position]**. If you are still interested in *volunteering or interning* at **[Insert name of Organization] program**, please contact me by **[insert date]**. I will provide you with more details about this opportunity.

Sincerely,

[insert Volunteer Coordinator name and contact information]

Sample Response for Volunteer or Intern Non-Placement

Dear **[insert name]**

Thank you for your interest in *volunteering or interning* with **[Insert name of Organization] program**. Unfortunately, we are not able to place you in a *volunteer or intern position* at this time. We will however keep your application on file for any future opportunities. If you have any questions, please feel free to contact me at **[insert volunteer coordinator information]**.

Sincerely,

[insert Volunteer Coordinator name and contact information]

Recruitment Strategies

“Just get some volunteers to do it.” Now, if it was only that easy!

When designing a volunteer program, as well as individual volunteer activities and a plan for recruiting, it is important to consider why people seek volunteer opportunities. Volunteerism is thought of as selfless, but every volunteer is seeking something in return for their service. There are many different motivations for volunteering: a desire to “give back” to the community, resume building, learning new skills or researching potential new areas of employment, meeting new people, and so on. Consider these factors when creating volunteer roles and a recruitment plan.

Volunteers need to feel useful, appreciated, and that their time is well spent. If they do not, at best they will give their time, and possibly their financial support, to another organization. At worst, they will tell friends and family to volunteer elsewhere because their own experience was unfulfilling. A bored volunteer makes for an unhappy one.

Keep your volunteers engaged, happy, and feeling valued by providing work that is meaningful from the standpoint of both the volunteer and the organization. You should provide the volunteer with an explanation about the purpose of the work and how it benefits the overall mission of the organization. The benefit may be obvious to staff who are well versed in the work, but to someone new it may be far less clear. Additionally, and whenever possible, the volunteer should feel some type of ownership over the project or task. This applies even if the job is short term. Set a goal for the job. People like to know what is expected of them and it creates accountability for the volunteer. It also shows that your organization is efficient and professional because you took the time to plan a meaningful role for volunteers.

To truly be successful you need to begin with the end in mind.

Tips in recruiting volunteers

1. Identify your community & develop a recruitment message that will attract volunteers and interns to your program.

What is it about your program's mission, goals and population of participants that you can "sell" in order to attract volunteers? In developing your message, consider:

- Motivations for volunteering.
- Volunteers' roles and responsibilities (including the length of time they will be expected to participate).
- Benefits of serving in your program. These could range from benefits to society (making a difference, strengthening a community) to the volunteers' self-interest (learning new skills, acquiring new knowledge, meeting new people) to stipends (if any). Be sure to include information about the training and ongoing support volunteers will receive.

2. Target your recruitment efforts.

- Identify the specific institutions, such as universities, and other groups that are most likely to help connect you with potential volunteers.
- Meet with formal and informal community leaders, including, activists, clergy and local politicians. "Sell" the program to them. Invite them to an event or to be part of the program advisory board.
- Request that a church or synagogue "adopt" your program. If that occurs, and a significant percentage of your volunteers are from that congregation, you can hold trainings and program events in its building. Be sure to give the church or synagogue public recognition for its "adoption."
- Target outreach efforts to populations that are already interested in doing the work of your program or working with the population you are serving, or are generally interested in volunteering.

3. Create recruitment materials that will catch people's attention.

- A recruitment message can be adapted for a wide range of materials, from flyers and brochures to videos and websites. Be sure your print and other media materials reflect the feel and quality of your program:
- Make sure all materials convey the sense of professional expertise and purpose appropriate to the project. Use attractive graphics that draw attention to the materials, and include your agency logo.
- Consider the audience when creating materials. Use language that is familiar to them. Make sure fonts are large enough for older adults to read comfortably. Choose colors that will be inviting to your target recruits. When appropriate, translate posters and materials into languages other than English (and be sure someone carefully checks the translation).
- When possible, use photographs and narratives to convey a sense of the program participants and volunteers. However, don't use images or stories that are sad or discouraging. Portraits of your program should be inviting and convey a sense of excitement, hope, and purpose. Be sure the photographs reflect the diversity of the pool of potential volunteers.
- To ensure that your materials are appropriate and appealing, always have someone who is representative of the people you are targeting for recruitment review a draft and give you feedback.

4. Decide on the characteristics you want your volunteers to have.

Think about the goals of your project, the strengths and needs of the population it will be serving, and the activities the volunteers will be engaged in.

Consider the physical and time demands of your program. Factor in the requirements of grants that may be funding your program, including possible time limits on age, gender or place of residence.

5. Pay attention to timing.

Recruitment may need to be ongoing throughout the duration of the program if attrition is high. (Some attrition is normal in all volunteer programs.) However, most recruitment is likely to be accomplished during one or two major drives each year. Fall and spring are usually the best times for recruitment drives, but what is most important is to minimize the lag between recruitment and program start-up -- otherwise you may lose interested applicants. Once people are recruited and screened, begin training with little delay, and get the new volunteers involved in program activities as soon as possible.

6. Be sure your organization is ready to provide good customer service.

- While recruiting volunteers, be sure your organization is ready to respond to the people who are interested enough to contact you for more information or to apply. Your organization should always be prepared to respond to inquiries from potential volunteers, even during periods when you may not be actively recruiting. Therefore:
- Have someone on your staff that is specifically responsible for responding to initial telephone inquiries.
- Develop guidelines for the staff member to follow.
- Have materials ready to mail to people who call.
- Be ready to follow up. If a caller completes and returns an application, be prepared to take the next steps.

7. Avoid the first "warm body" syndrome.

It is tempting to accept every applicant who wishes to volunteer for your program, but it would be a mistake. Not everyone will meet the requirements you have identified as necessary for serving effectively. Use a screening process that includes tools such as:

- A written application
- A face-to-face interview
- References
- Criminal record and child abuse checks (required in many states for anyone who works with children or youth)

Some programs also use their training sessions as a part of the screening process, particularly because the trainings present an opportunity to see how potential volunteers interact in a group setting. Depending upon the project, a physical examination might also be part of the screening. When the screening process reveals that an applicant is not appropriate for a particular project, offer that person another volunteer assignment in your agency, or encourage the volunteer to apply at a partner agency that would welcome the person's particular skills.

8. Develop a checklist of the most important requirements.

The checklist you develop for your volunteer requirements will probably contain similar categories. When writing the volunteer job description, you might not choose to include all of the items you have checked off on your list. However, you should develop an application and interview process that helps you assess whether potential volunteers meet all the requirements.

9. Use a range of recruitment strategies to reach volunteers.

Strategies for recruiting range from the uncomplicated and cost-free to the more complex and relatively inexpensive. These include:

- Word of mouth.
- Information tables at community events.
- Information at career events at Universities.
- Presentations to community groups.
- Recruitment meals. These could be potluck dinners or breakfasts that include presentations about your program.
- Flyers, posters, and brochures.
- Articles or press releases in local and community newspapers.
- Other organizations' newsletters. Ask religious institutions and relevant local agencies and organizations to run your press release in materials they send out to their members.
- Web pages. During recruitment drives, have your message posted on websites that are likely places to be visited by desired volunteer candidates. Be sure your recruitment message is marked "New!"

10. Start with what's in front of you.

Recruitment is all about relationships. Think about who you already know. Brainstorm with co-workers about strategies for recruitment. Survey staff, board members, and volunteers to find out what organizations they are or have been involved with -- as members or board members or in some other capacity -- that might be a good connection for your recruitment efforts.

Think of everyone connected to your program as an assistant recruiter. Staff, volunteers, board members, trainers, and consultants have all seen the program at work, and with prompting, will translate their enthusiasm for the project into recruitment of senior friends and family members.

Current volunteers can be your most effective recruiters. Ask them to talk to their peers about the benefits they have received by being part of the program, and make sure they have the resources (such as extra program materials) they need to recruit. You can formalize this approach by giving them "assignments" such as generating one new volunteer applicant every six months.

You can also find recruiters outside of your program. Have the clergy at your church, synagogue or mosque -- or the clergy of your volunteers -- make a statement of support for the program. Use your wider social network. Enlist your relatives, friends, and professional acquaintances, especially those who work at social service agencies or those who have connections to your desired group of volunteers.

11. Cast a wide net.

Do broad outreach to raise awareness of your program in the community. Developing connections with organizations that have credibility with the groups you are targeting can help your program gain visibility and access to those groups.

12. Recruit more people than you actually need.

Assume that approximately 25 percent of the people who show some interest in your program will not follow through, that a significant number of those who do will not be appropriate for the program, and that some of those who are appropriate will drop out during training.

Adapted from the Corporation for National and Community Service, USA

Additional Resources:

The Nonprofit Times – Volunteer Column

<http://www.thenonprofittimes.com/managementtips/category/volunteer-management>

Provides articles about volunteer management; many focus on recruiting.

Energize, Inc.

<http://www.energizeinc.com/ener/ener.html>

Energize, Inc. is an international training, consulting and publishing firm specializing in volunteerism. The website provides resources for all aspects of volunteer management.

Section on Recruiting Volunteers:

<http://www.energizeinc.com/art/subj/recruit.html>

Links to online articles, free electronic books and other websites – all providing tips for volunteer recruitment!

Volunteer Power

Website by leading volunteer management trainer and speaker, Tom McKee. The site lists resources as well as a free E-zine you can sign up for:

<http://www.volunteerpowers.com/>

Other Articles

How to Recruit Volunteers Using Social Media

<http://www.thesocialanimal.com/social-media/recruit-volunteers-social-media>

Tips for Volunteer Recruitment

<http://www.volunteermatch.org/nonprofits/resources/tipstricks.jsp>

16 Tips in Recruiting Adult Volunteers

<http://www.worldvolunteerweb.org/browse/volunteering-issues/senior-volunteers/doc/16-tips-in-recruiting.html>

Tips for Volunteer Recruitment

http://www.msduua.org/home/Resources_Religious/VolunteerRecruitment.pdf

Stage 3: Orientation and Training Forms and Sample Resources

[Insert name of Organization] Volunteer & Intern Orientation Packet (SAMPLE)

Dear Volunteer or Intern,

Congratulations! We are excited to have you *volunteering/interning* with **[Insert name of Organization] program**. Volunteers and interns form the very backbone of our Programs.

[Insert name of Organization] wants to ensure that every new volunteer and intern is provided the information and support needed to promote a positive and productive experience. Today's orientation will provide you with information on our refugee resettlement program, a cultural overview of the refugees we resettle, and any further information about your role.

If you have any further questions, please feel free to contact:

[Volunteer Coordinator Name]

[program address]

[program phone]

[program fax]

[Coordinator email]

SAMPLES FROM THE IRC

- I. Orientation Presentation **(enter your presentation on the appropriate pages)**
- II. General Refugee Information **(enter information on the appropriate pages)**
- III. Organization Chart **(enter information on the appropriate pages)**
- IV. Program Safety and Security Plan **(enter information on the appropriate pages)**
- V. Volunteer & Intern Program Policies.....
- VI. Code of Conduct.....
- VII. Blogging and Social Media Guidelines.....
- VIII. Worksheets and Forms.....
 - a. Timesheet Directions (See Volunteer Management System Packet).....
 - b. Image Consent and Release Form.....
 - c. Communication Scenarios Worksheet.....
 - d. Cross-Cultural Scenarios.....
 - e. Orientation Post-Survey.....
 - f. **[Add any other forms that need to be given to volunteer/intern in this area]**



Volunteer & Intern Program Policies (SAMPLE)

Respect & Dignity

The IRC seeks to ensure that all staff members, beneficiaries, and third parties are treated with respect and dignity under all circumstances. In accordance with the mission and practice of the IRC and principles of international law and codes of conduct responsible for promoting fundamental human rights, social justice, human dignity, and respect for the equal rights of men, women, and children.

Volunteers and interns must respect the dignity and worth of every individual's race, gender, religion, color, national or ethnic origin, marital status, sexual orientation, age or disability. The IRC recognizes that certain international standards of behavior must be upheld and that these standards take precedence over local and national cultural practices. IRC volunteers and interns commit that they will:

1. Always strive to treat all persons with respect and courtesy in accordance with applicable international and national conventions and standards of behavior;
2. Never proselytize or invite refugees to go to church with you;
3. Never intentionally commit an act of omission that could result in physical, sexual or psychological harm to the beneficiaries we serve, or to their fellow workers;
4. Do not condone or intentionally participate in corrupt or illegal activities.

Professionalism

The IRC in **[insert office]** expects all volunteers, interns and staff to conduct themselves with a high degree of professionalism, maturity, courtesy and consideration for others. The following behavioral guidelines should be adhered to:

- Smoking is not permitted on IRC property or on the performance of official business.
- Alcohol use is not permitted on IRC property or on official business, except at approved functions.
- Drug use is prohibited.
- Harassing behavior of any sort is not tolerated.
- Volunteers and interns are expected to be on time and give supervisors reasonable notice if unable to perform assigned duties.

Confidentiality

As an IRC volunteer or intern, you are duty-bound not to reveal confidential or private information to anyone outside of the IRC either during or subsequent to your relationship with the IRC. "Confidential or Proprietary Information" is defined as any information that (a) is discovered or developed by you, your co-workers, or supervisors and that specifically relates to the manner in which the IRC conducts its business and provides humanitarian assistance and (b) is information that has been created discovered or developed by, or is known to the IRC and has any value.

By way of illustration, Confidential or Proprietary Information includes but is not limited to private donor lists and related information, all donor proposals, all manuals and any materials developed and written for the use of the IRC while working with the IRC.

“*Private Information*” is defined as any information that is personal and secret in nature and relates to IRC staff members, any refugees, or the recipients of assistance from the IRC. By way of illustration, Private Information can include but is not limited to medical records, claims for refugee status, claims of harassment, asylum claims, claims of involvement in political activities, benefits information, personnel files and any information contained in them.

Volunteers and Interns’ Responsibilities

- To make a reasonable commitment which matches our needs
- To respect the refugee client and to sign and abide by the confidentiality agreement
- To respect the time of the refugee by making scheduled meetings and letting them know if you need to change your appointment time well in advance
- To complete the required orientation and training sessions as needed
- To provide all necessary information for placement purposes including an application, references, and interview
- To complete and submit the Volunteer Activity Log or Intern Timesheet for the purpose of program justification and continued funding
- To consult with the Volunteer Coordinator when unclear about an unusual or sensitive situation
- To consult with the Volunteer Coordinator as soon as possible of changes in ability to continue the volunteer commitment
- To protect your own personal property. IRC will not be responsible for theft or destruction of property
- To immediately report any injury of the volunteer or refugee to IRC staff
- To support the work and mission of the IRC in the community
- To abide by the policies set by IRC

Volunteers and Interns’ Bill of Rights*

- To be assigned a meaningful task
- To be oriented, trained and supervised during the duration of your activity
- To ask questions about your task and seek feedback about your performance
- To be treated with respect and kindness at all times by every member of the organization for which you volunteer
- To offer input and feedback to the organization about the job or task you are performing in an effort to improve your situation and the needs of volunteers and interns in the future.
- To be trusted with confidential information which may be necessary to fulfill your task
- To expect that your time will be used efficiently and effectively
- To have your service hours documented

*Volunteer Bill of Rights. <http://www.fundraising-guide.com/volunteer-bill-of-rights.html>

Bloggging and Social Media Guidelines (SAMPLE)

IRC's Blogging Policy applies to personal blogs and all other personal Web content of an IRC employee, contractor, consultant, volunteer, and intern (IRC staff).

When an IRC staff member decides to go public with their opinions, they are legally responsible for their comments. IRC staff members should be aware that individual bloggers can be held personally liable for any commentary deemed defamatory, obscene, proprietary, or libelous.

In the event that IRC staff choose to write a personal blog or write comments on someone else's blog or website from their personal computer or are authorized to do so on IRC business systems and computer equipment, they are required to respect IRC's Blogging Guidelines for responsible blogging.

Bloggging Guidelines

1. IRC staff is expected to uphold the highest standards of ethical conduct, ensuring that their behavior complies with IRC's policies and with all applicable laws.
2. If an IRC staff member wants to start bloggging, and their blog/website will say that they work for the IRC, they must request permission from the VP of Communications.
3. If an IRC staff's blog or website makes it clear that they work or are affiliated with the IRC, they must prominently post a disclaimer stating that the views expressed are their personal views and not those of IRC.
4. IRC staff members are reminded that they have a duty of confidentiality and that they must not disclose any confidential information related to IRC, its management, staff, and clients. Confidential information refers to any information that specifically relates to the manner in which IRC conducts its business and provides humanitarian assistance, donor information or personal information relating to IRC's staff and clients. If an IRC staff member is unclear about what is confidential, they should consult with the Legal Unit.
5. IRC staff shall not discuss anything that is damaging to IRC's work or may cause a security risk to IRC's staff or its clients.
6. IRC staff shall respect the privacy of others, and shall not use their personal blog to attack or abuse colleagues.
7. If an IRC staff member is contacted by the media about a post that relates to the IRC, they must notify the VP of Communications before responding.
8. If an IRC staff member fails to abide by IRC's Blogging Policy, they may be subject to disciplinary action, up to and including possible termination of employment.

Facebook and Other Social Media Outlets

1. The IRC in **[insert office]** has only one Facebook fan page.
2. "Like" the main IRC page on Facebook. Then you can mention us in your posts with an @. Add our page to your favorite pages list. Send us the link to your page and we will make it a favorite of the IRC's main Facebook page.

Forms and Worksheets

- **Image Consent and Release Form:** Image release form to be signed and submitted to Volunteer Coordinator.
- **SAMPLE Paper Timesheet**
- **Communication Scenarios Worksheet**
 - During your time with **[Insert name of Organization]**, you may be faced with certain scenarios that may go beyond your general responsibilities as a volunteer or intern. The worksheet will provide you with different scenarios.
- **Cross-Cultural Scenarios Worksheet**
 - Our goal is to help refugees successfully assimilate into the local culture and their community, while respecting their cultural heritage and background. While **[Insert name of Organization]** can provide you with cultural background information on the clients' countries of origin, you will certainly learn the most from the refugees themselves. The cross-cultural scenarios worksheet will explain different cultural situations you may face during your time as a volunteer or intern.
- **Orientation Post-Survey**
 - We value feedback from our volunteers and interns. Please fill out the post-survey form and submit it to the Volunteer Coordinator.

Timesheet (SAMPLE)

Thank you for taking the time to fill out this form. Please make sure you sign at the bottom and at the end of each month fax to **[insert fax number]**, email to **[insert email]**, or mail to **[insert program address]**.

Name: _____

Month/Year: _____

Position/Department: _____

Date	Activity (Please be specific)	Number of Hours	Mileage	Refugee Name	For Program Use
1/31/2011 (example)	ESL (example)	5 (example)	10 (example)	Sam Smith (example)	
	Total				
For Office Use	Total Hours:	Total Service Value:	Total Mileage:		

X _____
Volunteer/Intern Signature Date

X _____
Supervisor's Signature Date

UNIVERSAL CONSENT AND RELEASE FOR USE OF AN IMAGE (SAMPLE)

Grant

I, _____, hereby grant the International Rescue Committee (“IRC”), its employees, agents, affiliates, subsidiaries, assigns, licensees and successors, the right to use my image and likeness and any audio/visual representation thereof, in support of its mission. Audio/visual representations of my image and likeness include, but are not limited to, photographs, digital images, video and audio recordings and clips. I acknowledge and agree that IRC owns all of its products containing my image and likeness and any audio/visual representations thereof, and may use such audio/visual representation in any manner or medium without notifying me, including composite or modified representations, in IRC websites, publications, promotions, fundraising materials, posters and exhibitions, as well as for any other use. I further acknowledge and agree that I will not receive any compensation from the IRC related to the use of my image or likeness and any audio/visual representation thereof.

Release

I hereby release IRC, its employees, agents, affiliates, subsidiaries, assigns, licensees and successors, including any firm authorized to publish and/or distribute a finished product containing my image or likeness or any audio/visual representations thereof, from any claims that may arise regarding the use of my image or likeness including, but not limited to, any claims of defamation, invasion of privacy, or infringement of moral rights, rights of publicity or copyright.

I confirm that I have completely read the foregoing, understand its contents, and have voluntarily signed this Consent and Release.

Name: _____

Signature: _____

Date: _____

Parent/Guardian Consent

I am the parent or guardian of _____, the minor whose image or likeness and any audio/visual representation thereof is the subject matter hereof. I have the legal right to consent to and do consent to the terms and conditions of this Consent and Release.

Parent/Guardian Name: _____

Parent/Guardian Signature: _____

Date: _____

Communication Scenarios

1) You are a **staff member** working in Employment. You've been trying hard to get a job for a Somali refugee who has excellent credentials but, nevertheless, has not received any offers. One day the manager of a certain hotel, which consistently employs your clients, calls you to complain that some "volunteer" claiming to represent this Somali refugee keeps calling to inquire about available jobs. The employer has already filled the position with a different refugee and now feels that this volunteer is harassing him.

- Why might the volunteer be calling the employer regularly?
The client may have asked the volunteer to help with follow up phone calls. What they don't realize is that a staff member is already closely managing this relationship.
- What could the volunteer be doing instead to help the refugee find a job?
If a staff member has lined up the interview for the client, the mentor should step back and allow staff to manage the employer relationship. If the client secured the interview based on their own hard work and networking then the volunteer can help them in this process. Be sure to confirm with staff as the client may have also asked them for help.

2) You are a **family mentor** working for a few months with a family of five. They proudly announce that their uncle's family has just arrived. The new family has a 19-year old son who has decided to start looking for a job rather than go to school. He didn't graduate from high school in his home country and since the new school year is about to start you offer to take him to school to enroll.

- Should this young man be searching for a job or going to school?
Education is extremely important for a successful future, but some 19 and 20 year olds need to work to support their families. Often times due to disability or pregnancy, they are the only eligible workers in their family.
- At what point should the volunteer notify **[Insert name of Organization]** about the family situation?
[Insert name of Organization] is aware of each family's status, especially new arrivals. Feel free to ask the volunteer coordinator about the family's situation and how you might help. Be sure not to assist the family in making any major, life altering decisions without consulting staff.

3) You are a **Language Tutor** working with a refugee family. When you go to their home, you notice that they have a computer and no computer desk. You know someone who is giving away an old desk, so you suggest that the person give it to the refugee family.

- Is this acceptable behavior for a volunteer?
Yes. Your social and cultural connections are a great resource to refugees. Use this opportunity and others like it as a teaching moment. Travel together to yard sales or learn how to write 'thank you' notes in response to other's kindness. Also, ask before you deliver a major gift.

4) You are a **Family Mentor** and a refugee asks you about your religious perspective.

- How would you respond?
Religion is an important part of every culture. It's natural for a refugee to be curious about you and your religious perspective. If you're not comfortable discussing this topic, let the refugee know that our culture treats this as something more personal than public. If you are comfortable, then use this as a learning opportunity to have a more general discussion about religion's role in your culture. As a policy, **[Insert name of Organization]** requests that volunteers not proselytize or promote their own personal religious views.
- What if the refugee is Muslim? Does it make a difference?
No. Each client should be treated equally and be given the opportunity to express his or her own personality and lifestyle. If for some reason a volunteer is not comfortable with their family placement they should speak with the Volunteer Coordinator.

5) Your refugee family just had a new healthy baby girl! As a **Language Tutor** you're doing your best to support the new mother but keep waiting for **[Insert name of Organization]** to step in and help. Two weeks go by and still nothing from **[Insert name of Organization]**.

- When should you speak up on behalf of the family?
It's always good to notify **[Insert name of Organization]** regarding any significant family events. In some instances, the refugees may not have told **[Insert name of organization]** that the baby was born. We want to celebrate and congratulate the family as well.
- What are the reasonable expectations from **[Insert name of Organization]** in this situation?
[Insert name of Organization] will begin connecting the family to every available resource. While we might not be able to provide everything for the mother and child, we will give them whatever donations we have available. We will attempt to connect this family to other agencies which specialize in this type of care.

Cross-Cultural Scenarios

1) You're a **Family Mentor** and have been planning an outing with your refugee family for the past month. You've mapped out a hike and even made a picnic lunch for 5 people, but when you arrive at the apartment to pick them up you find 20 children waiting at the curb ready to go with you.



- How do you *manage* this situation?
Some people may be willing to change their plans to accommodate the children, but others may want to stick to the original plan, just taking the small group. Both are absolutely appropriate responses. The volunteer has put a lot of time and effort into planning this event and should not feel obligated to shift their plans at the last minute. If he/she chooses to alter plans for the large group it is important to observe child and transportation safety.
- How could it have been *avoided*?
In this case there may have been a misunderstanding of the word "family" or unclear expectations on the part of the refugees. Time and experience will teach the volunteer how to avoid a similar situation, but asking a client to repeat back his own understanding of an event may help reveal potential gaps.

2) You are a newly arrived **refugee**. In your culture putting your hand on a person's shoulder when speaking with him/her is quite common, sometimes even a sign of respect. But for some reason your volunteer keeps jumping every time you touch him. You are beginning to think he doesn't like you.

- What's the best way for the **volunteer** to handle the situation?
Some volunteers may choose to internalize their discomfort in order to not cause offense; others may prefer to be more direct and share their feelings. Both are appropriate responses, but little irritations tend to grow and often become noticeable to people around you. This refugee may have a different cultural understanding of physical contact and would benefit from hearing your feelings so as not to offend others or cause inappropriate situations in public settings.
- What could the **refugee** do to help the situation?
The refugee could ask the volunteer if he or she is bothered by the physical contact, but most likely will not. The refugee values the friendship with the mentor and may be afraid that direct confrontation may injure the relationship.

3) You are **an intern** working with a refugee family. You have scheduled several clinic appointments for the family, but each time you arrive they're not there or aren't ready. Both you and the clinic are on a very tight schedule, and you are becoming frustrated with the situation.

- How do you handle this situation?

The concept of timeliness may differ greatly from that of other cultures. Clients are briefed repeatedly on this fact but will still often have trouble incorporating this into their schedule. While a volunteer may extend grace to a tardy refugee time and again, employers, doctors, and schools may not be so patient.

Correcting a client should be done gently, but on key issues such as timeliness volunteers should take every opportunity to reinforce a correct cultural understanding. Rather than scolding the client, volunteers can speak as a 'cultural expert' and explain to the refugee that their behavior is culturally inappropriate and will have negative consequences in the future. On the same note, volunteers should make every effort to be on time to meetings and set a positive example.

4) A **refugee** is complaining bitterly about a 21 year old nephew who is living with them and bringing trouble into the family, at times causing money problems and problems with the law.

- What might you suggest? Encourage the client to share this with their case manager. Try to remain impartial and not get caught up in family politics.

5) You are **a volunteer** helping a refugee family with grocery shopping. A friend sees you in the store and comes up to say hello.

- What is the best way to introduce the refugee family?

Don't be awkward and become super secretive. It's okay to share that you are

volunteering with a newly arrived family to help them learn how to find items in the grocery store. Some families are happy to share that they are refugees, but others prefer to keep that fact quiet. Allow the refugee family to introduce themselves.



6) Later, your same friend has come over for a dinner party and begins to ask very sincere questions about the family they saw you with, such as how and why they are in **[Insert name of country]**, what happened to them, how are they doing?

- How much information is acceptable to share? Tell your friend about **[Insert name of Organization]** and address any common misconceptions. It's okay to explain that they are a refugee family that came here from a different country. Be careful not to share any details of the refugee's personal story, living arrangements, or family connections. Always end conversations with an invitation for your friend to learn more or get involved.

Orientation Post-Survey

At **[Insert name of Organization]** program, we value feedback from our volunteers/interns. Please take a few minutes to provide us feedback on our orientation.

1 = Strongly Agree; 5 = Strongly Disagree

I felt welcomed when I arrived to the Information Session.	1	2	3	4	5
The Information Session was well structured and organized.	1	2	3	4	5
I have a better understanding of the [Insert name of Organization] mission and the population of refugees they serve.	1	2	3	4	5
Overall, the session has provided me with the information I need to volunteer.	1	2	3	4	5
Additional Comments:					

ID CARDS

ID cards are important tools for both security management and to ensure that volunteers and interns act in a manner that is transparent and accountable to beneficiaries. It is important that volunteers and interns are easily identifiable by everyone with whom they come in contact. Volunteers and interns should wear their ID cards at all times when in the program and while working outside with clients.

ID cards should contain the full name of **[Insert name of Organization]**, the field program address, the name of the volunteer or intern and their position, a photo of the volunteer or intern, the volunteer or intern's signature, a unique ID number, and the expiration date of the ID card on the front.

Social Media Best Practices and Guidelines for Volunteer Coordinators

Note: These are oriented toward Facebook but can be applied to other social media as well.

Goals:

- Engage supporters more deeply. Start a two-way conversation, a dialogue.
- Listen to what's being said about **[Insert name of Organization]** and respond accordingly.
- Reach out to new and different audiences.
- Viral capacity – your supporters share your content with their networks, who in turn may share with their networks, increasing your reach exponentially.
- Drive traffic back to the website, where people can engage more deeply and eventually become donors, volunteers, petition signers, activists, fundraisers, etc.

Tone/Style:

- Informal yet professional.
- Use “we” instead of “I” (speak as the org, not you).
- Use one voice even if multiple people maintain the page.
- Proof for grammar and spelling.
- Familiarize yourself with **[Insert name of Organization]** to ensure consistency.

Branding:

- Use standardized branding.
- Category is a Non-profit organization.
- Create a customized user id at Facebook.com/username.
- Link back to your webpage in the sidebar, on your info tab/section, etc.
- Post as the admin not as yourself with a personal profile picture. (Note: new pages functionality allows you to toggle back and forth between posting as yourself and as the admin, allowing you to contribute to the page as an individual as well as on behalf of the organization. It also allows you to post to other pages as an admin, expanding engagement possibilities.)

Logo:

- Do not alter.

Transparency:

- Allow posting on your wall.
- Do not delete criticism - respond to it politely and promptly.
- Separate the signal from the noise by promptly deleting spam.

Consistency:

- One person manages and monitors social media pages but it's imperative to share knowledge and pass the torch to a new person when the manager leaves.
- Actively participate on a consistent basis whether once a day, week, or month. (Aim for once a week at a minimum.) One post per weekday, at 3pm EST, seems to be a sweet spot for lots of companies.

- However, monitor and respond to user posts/comments daily. Daily maintenance makes it clear

that you are listening and it really impresses people. This will only take five minutes unless you need to do research before responding.

Accuracy:

- Make sure to fact check responses and obtain any necessary approvals before posting.

Content:

- Vary your posts – events, photo albums (with captions and credit info), photo one-offs (with captions and credit info), links to internal media, external media, questions, thank yous, news, asks – something that allows the reader to engage further instead of simply status updates.
- Ask questions (e.g. what’s your connection to [City Name]?) and encourage comments to create a conversation.
- Cultivate your community first with engaging content, then ask for things. Don’t ask too soon or too often.
- Content of general interest will be posted on main Facebook page – local interest is your domain. Therefore, only post content directly related to the work your particular program does.
- Introduce your content with a short and sweet “blurb” as a hook. Don’t write so much that people have no reason to click the link or lose attention and stop reading. A good rule of thumb is to avoid a “see more” prompt.
- Type your blurb in a text editor first – if you cut and paste from a Word doc the lines wrap incorrectly.
- Utilize your page Insights section to analyze what people respond to, and then adapt your content accordingly.

Presence:

- Program Pages should be public – private conversations are not secure on Facebook. Facebook is designed to be public and transparent.
- Do a search on each social media platform to check for old pages you might not know about. Phase out and then delete extra and obsolete pages and bring outdated ones up to date. This is true for Facebook, Twitter, MySpace, VolunteerMatch, etc. and will prevent confusion when people are searching for your pages.

Program Permissions:

- You also need to monitor what others are posting to the page and ensure that privacy and confidentiality is not being compromised. Delete any posts that are in violation and then post a comment to explain why you did so.
- Make sure volunteers, interns, and staff are aware of the **staff blogging policy**, which applies to social media as well.

Technical help:

- Creating, administering and editing your Facebook Page: <http://www.facebook.com/help/?page=904>

Stage 4: Support Forms and Sample Resources

Internship Evaluation
 Date _____
 Staff Initials _____

Intern Name _____

Intern Information Form

This form is **to be completed by the intern in the first week of their internship**. It is meant to provide the intern and supervisor a baseline from which to determine progress and skills gained. It will also be used to assist in final evaluation.

Name: _____

Phone: _____ Email: _____

Internship Term: _____ Primary Focus: _____

What are your specific learning goals for this internship? (list at least 3)

With supervisor, please set 4 dates to review progress:

Are there any dates you anticipate missing your normal scheduled hours?

Comments: _____

 Organization Supervisor's Signature Date

 Intern's Signature (if jointly completed) Date

End of Term Evaluation for Intern

This form, **to be completed by the intern's on-site supervisor**, is meant to provide constructive feedback to the student and instructors about the student's relative strengths and weaknesses as demonstrated in the internship.

Name: _____

Phone: _____ **Email:** _____

Internship Term: _____ **Primary Focus:** _____

The supervisor should evaluate the intern as objectively as possible by circling the number in each range that best describes the intern's performance for that characteristic (1=Poor, 5=Excellent). If the quality in question is irrelevant to the work the student has been performing, please circle "N/A" (not applicable).

Attitude	1	2	3	4	5	N/A
Dependability	1	2	3	4	5	N/A
Ability to Learn	1	2	3	4	5	N/A
Skills and Accuracy in Work	1	2	3	4	5	N/A
Quality of Work	1	2	3	4	5	N/A
Relations with Others	1	2	3	4	5	N/A

Initiative	1	2	3	4	5	
Communication Skills – Written	1	2	3	4	5	N/A
Communication Skills – Oral	1	2	3	4	5	N/A
Organizational Skills	1	2	3	4	5	N/A
Attendance	1	2	3	4	5	N/A
Punctuality	1	2	3	4	5	N/A
Flexibility	1	2	3	4	5	N/A
Observance of Rules, Policies and Procedures	1	2	3	4	5	N/A
Leadership	1	2	3	4	5	N/A
Creativity	1	2	3	4	5	N/A
Responsiveness to Criticism	1	2	3	4	5	N/A
Other Skills Unique to Position:						
1.	1	2	3	4	5	N/A
2.	1	2	3	4	5	N/A

What are the student's strengths? _____

In what areas does the student need improvement? _____

How often did you provide feedback to the intern about his/her work?

Weekly_____ Monthly_____ 1-2 times_____ Never _____

Verification that student has worked a minimum of _____ hours per week at this internship.

Has this report been discussed with the intern? Yes _____ No _____

Comments: _____

Organization Supervisor's Signature

Date

Student's Signature (if jointly completed)

Date

Dismissal Language

Check with your HR and legal advisor on developing language that can be used to dismiss volunteers or interns.

Here are some examples;

Version 1: **[Volunteer/Intern Name]**, we have really appreciated your interest in volunteering for **[Insert name of organization]**. At this point, we no longer have a role for you, and so this will be your last day volunteering with us. We wish you the very best, and thank you for your service.

Version 2: **[Volunteer/Intern Name]**, we have really appreciated your interest in volunteering for **[Insert name of organization]**. As we have discussed, your recent actions (or behavior) have led us to the decision that we can no longer have you work with **[Insert name of organization]**, and so this will be your last day volunteering with us. We wish you the very best, and thank you for your service.

Volunteer and Intern Recognition Ideas

- Yearly or quarterly Volunteer/Intern Recognition Event – Include special recognitions for outstanding volunteers/interns, include program staff in event, have giveaways (certificate, swag), consider a “door prize” give-away with donated items, pictures of volunteers/interns in action.
- Throughout the year, offer smaller offsite opportunities for volunteers/interns to gather (group dinner, movie trips, bowling).
- Holiday Feast volunteer/intern recognition. Funded via Corporate sponsorship, donated space/food, entertainment.
- Community Potluck– Invite program partners, volunteers, interns, and donors. Staff each prepares a dish from their native culture.
- Staff directly working with volunteer/intern gives Thank You card and takes volunteer to lunch upon completion of service.
- Volunteer/Intern of the Month – Create framed picture and brief bio and display at site.

Sample Volunteer Recognition Event Agenda

Schedule:

11:00-12:45	Set Up
1:00-1:20	Registration, Desserts, Music
1:20 – 1:25	Volunteer Coordinator / Development Staff welcomes guests
1:25 – 1:30	Program Director thanks Volunteers
1:30 – 2:00	Staff Emcees – Program Managers present awards
2:00 – 2:30	Program Tours

Staff Assignments:

Registration Table

Chaperones

(Assign a few staff to chaperone small groups for Program Site Tours)

Place assigned staff around program site with talking points about area they’re assigned to:

Development / Logistics

Family & Youth

Employment

Case Management

Community & Economic Development

Volunteer/Intern Year-Long Recognition Plan (SAMPLE)

Volunteer Recognition Plan

For fulfilling minimum commitment:

- Volunteers are invited to two bi-annual recognition events held in October and April. The fall event is a formal recognition event at the program while the spring event is an informal potluck. At each event all new volunteers within the past 6 months will receive a t-shirt. At the fall event, any person who volunteered during the past fiscal year will receive a printed certificate in recognition of their service.
- Interns will be invited to periodic Meet & Greet events at local restaurants. Meet & Greets will occur mid-way through the Spring/Summer/Fall semester. All staff is invited and is encouraged to purchase an appetizer to share. New interns will be given a t-shirt at the event.

For reaching 1 year of service:

- Volunteers reaching or nearing 1 year of service receive an IRC mug (with candy). Volunteers must have filled a weekly volunteer position with relatively uninterrupted service. Volunteers reaching 10 months of service will be ushered into this category. Mugs will be presented at the biannual Volunteer Recognition event which most closely aligns with their completed year. At the large fall event, volunteers reaching the 1 year milestone the previous spring will be re-acknowledged publicly. If an individual served in both intern and volunteer capacities they may be honored for their length of service as long as they received no monetary compensation for their internship.

For reaching 2+ years of service:

- Volunteers reaching 2 years and beyond will be recognized individually with a gift certificate to a local dining establishment or suitable equivalent. These will be presented at the fall event only.

The 100 Club – Recognition for reaching 100 hours of service

- Volunteers reaching milestone amounts of service will be recognized for their achievements. Individuals reaching 100 hours of accumulated service will be invited to join the “100 Club”. 100 Club members will receive an IRC Pin and be invited to bi-annual breakfasts with the Director. Individuals who reach 100 hours through both internships and volunteer positions may be considered for inclusion in 100 Club on a case to case basis.

Volunteer Engagement and Sustainability

What is essential to know about volunteer engagement and sustainability?

- Connection between the organization, the volunteer, and greater community will reduce turnover.
- Volunteers CAN make a difference – Ensure volunteers feel like they are making a difference.
- Skill and career building projects – Volunteers want to expand their own skills, ensure projects are interesting and varied.
- Volunteers are not employees but should be treated with equal respect... their opinions and input should be valued.

Best practices for successful and meaningful volunteer engagement and sustainability

- Find ways to connect volunteers – offer activities for volunteers to get together.
- Proper placement of volunteers – ensure staff requesting volunteers create a clear project with solid goals, objectives, and a timeline. Also ensure the volunteer has required skills and is able to make the required commitment for a specific project.
- Understand volunteer motivations and expectations – be clear about the level of commitment required for a specific project.
- Recognition and Appreciation – see section on Appreciation Ideas.
- Volunteer Feedback – provide surveys for volunteers and interns as well as staff to review the performance of the volunteer and the volunteer's experience.
- Staff training – ensure that staff are trained to work with volunteers and understand their responsibilities when requesting and working with a volunteer.

Stage 5: Post-Service Forms and Sample Resources

Volunteer Feedback Survey

1. When did you start volunteering with **[Insert name of organization]** and when did your time of service end?
 - a. Start Date:
 - b. End Date:
2. What was your volunteer position?
3. How many hours a month did you volunteer on average?
 - a. 5 or less
 - b. 6-10
 - c. 11-15
 - d. 16+
4. On a scale of 1 to 5, how satisfying was your overall volunteer experience with **[Insert name of organization]**?
1= Not Satisfying, 3= Satisfying, 5= Extremely Satisfying
5. On a scale of 1 to 5, how well did **[Insert name of organization]** prepare you for your volunteer position?
1= Not At All Prepared, 3= Prepared, 5= Very Well Prepared
6. On a scale of 1 to 5, how much support did you receive from **[Insert name of organization]** throughout your volunteer experience?
1= No Support Provided, 3= Adequate Support, 5= Excellent Support Provided
7. What were some of the highlights of your volunteer experience?
8. What were some of the challenges you faced during your volunteer experience?
9. Would you recommend volunteering with **[Insert name of organization]** to others?
 - a. Yes
 - b. No
10. I plan to stay engaged with **[Insert name of organization]** by (select all that apply):
 - a. Continuing to volunteer
 - b. Keeping up to date about **[Insert name of organization]** activities (via e-newsletter and website)
 - c. Attending **[Insert name of organization]** events
 - d. Becoming an **[Insert name of organization]** donor
 - e. Becoming an advocate for the **[Insert name of organization]**

11. Please share any other comments or suggestions regarding your volunteer experience with **[Insert name of organization]**:

12. (Optional) We appreciate and value your responses to this survey. If you would like to provide additional feedback, please enter your contact information below.

Thank You Page

Thank you for taking **[Insert name of organization] program** Volunteer Feedback Survey. We value your feedback and will use your input to help improve our volunteer programs. If you are interested in volunteering with **[Insert name of organization]** again at any time in the future, please contact us at **[program email]**. Thank you for your service to **[Insert name of organization]**.

Staff Evaluation of Volunteer Operations

The following survey will be used to help us better understand and assess the staff's experience with our volunteer and intern program.

- 1) Department:
- 2) Do you currently work with volunteers or interns?
 - a. Yes
 - b. No
 - c. N/A
- 3) If so, do you supervise volunteers?
 - a. Yes
 - b. No
 - c. N/A
- 4) Please choose the response that best represents your experience with our volunteer program:
Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree, N/A
 - a. I understand the internal process of requesting a volunteer or intern.
 - b. I understand the screening process individuals have to go through to become a volunteer or intern.
 - c. New volunteers and interns arrived with an understanding of the organization's mission and general policies.
 - d. I have sufficient volunteer and intern support to meet the needs of my program.
 - e. Volunteers and interns are regularly recognized for their service.
 - f. Volunteers and interns were recruited in time to meet the needs of my program.
 - g. The volunteers and interns assigned to my department have been a good fit (skills, schedule, personality).
 - h. I understand and follow all exit protocol plans for volunteers and interns.
 - i. I am glad we have volunteers and interns in our program.
- 5) I receive consistent communication from the volunteer management staff about:

Disagree, Agree, N/A

 - a. Due dates for volunteer and intern position descriptions from my department
 - b. When volunteer information and/or orientation sessions will occur
 - c. When there is a scheduled volunteer recognition event
- 6) Have you recently worked with groups of volunteers? If so, how was your experience?
- 7) Do you think the new volunteer operations management structure has enhanced the volunteer program in your program?
- 8) Please share any other comments or suggestions regarding your experience with volunteer operations:

Group Volunteer Feedback Survey

- 1) What is your Group Affiliation?
 - a. Corporate Group
 - b. University Group
 - c. Religious Group
 - d. High School Group
 - e. Civic Group
 - f. Other, Please Specify
- 2) Date of Volunteer Project:
- 3) Please select the task(s) you completed:
 - a. Gardening/Farming
 - b. Education/Literacy
 - c. Organizing Donations
 - d. Assisting with job readiness activities
 - e. Assisting with financial literacy activities
 - f. Assisting in college preparatory activities
 - g. Assisting in ESL activities
 - h. Moving and Organizing
 - i. Assisting in an event
 - j. Assembling kits
 - k. Assisting in youth program
 - l. Other, please specify:
- 4) On a scale of 1 to 5(scale shows on survey), please choose the number that represents your volunteer experience:
 - a. I understand **[Insert name of organization]** mission and its programs.
 - b. I was given sufficient training and information to complete my volunteer task(s).
 - c. I had enough time to complete my volunteer tasks.
 - d. Overall, I enjoyed my volunteer experience with **[Insert name of organization]** and plan on volunteering again.
- 5) What did you enjoy the most about the volunteer project?
- 6) What did you enjoy the least?
- 7) Would you recommend volunteering with **[Insert name of organization]** to others?
 - a. Yes
 - b. No
 - c. Additional comments:
- 8) I plan to stay engaged with **[Insert name of organization]** by (select all that apply):
 - a. Continuing to volunteer
 - b. Keeping up to date about **[Insert name of organization]** activities (via e-newsletter and website)
 - c. Attending **[Insert name of organization]** events
 - d. Becoming an **[Insert name of organization]** donor
 - e. Becoming an advocate for **[Insert name of organization]**

9) Please share any other comments or suggestions regarding your volunteer experience with the **[Insert name of organization]**:

10) *(Optional)* We appreciate and value your responses to this survey. If you would like to provide additional feedback, please enter your contact information below:

Name:

Email:

Thank You Page:

Thank you for taking the time to fill out **[Insert name of organization]** Group Volunteer Feedback Survey. We value your feedback and will use your input to help improve our volunteer programs. If you are interested in volunteering with the **[Insert name of organization]** again at any time in the future, please contact us at _____.

Thank you for your service to **[Insert name of organization]**!

Volunteer/Intern Handover Form

As a **[volunteer or intern]** of **[Insert name of organization]**, you were given access to substantial information regarding our program and operations. Your time and commitment is of immense value to us.

To ensure a smooth and effective transition of responsibilities for which you have been assigned, we ask that you take the time to document these tasks.

Name:

Title:

Supervisor:

Last Day of Service with **[Insert name of organization]**:

1. Using the attached sheet, provide a list of all projects on which you are working, including the status, contacts, and information relevant for each.
2. Please use the same sheet to record your main projects and responsibilities that you fulfilled during your time at the **[Insert name of organization]**. This can include daily tasks.
3. Ensure all files, paperwork, and other materials are returned to the appropriate place and/or person.
4. Is there other information not requested on this form that you feel would be helpful for us to know? If yes, please provide.
5. Please be sure to go through your work space and ensure all personal items are removed. Please return any **[Insert name of organization]** -issued badges, access cards, etc.
6. May we contact you if we have additional questions? If yes, please provide a contact number.

Handover Template

Project Status Report

Priority	Project	Status	Next actions	Key Partners/ Contacts	Special concerns or comments

Volunteer Exit Interview Questions

Please ask the following questions to volunteers on the last day of their service:

Name of volunteer: _____

Position: _____

Date Started: _____ Today's Date: _____

1. What factors have influenced your decision to stop volunteering?

1a. Is there another volunteer position within the organization that you'd be interested in?

1. What have you enjoyed about your volunteer experience?

2. What has disappointed you/have you struggled with during your volunteer experience?

3. What suggestions do you have to make future volunteers' experience more constructive/enjoyable?

4. Would you like to be involved in our alumni network?

Thank You Letter Template

***Please edit the thank you letter to best fit the roles and responsibilities completed by your volunteer or intern.**

Dear **[Insert Volunteer Name]**,

On behalf of the [insert name of organization] **program**, thank you for contributing your time and energy as a volunteer/intern. Your effort and contribution help enable **[Insert name of organization]** to provide opportunities for refugees in **[insert name of country]**.

[Use this paragraph to highlight specific accomplishments of the volunteer or intern].

Once again, thank you for your efforts and contribution to **[insert name of organization]** program.

Thank you,

[Insert Volunteer Coordinator Name]

Standard Recognition Certificate

**The International Rescue Committee
in <City>**

Certificate of Appreciation

Presented with sincere thanks for outstanding performance by:

<Volunteer or Intern Name>

Outstanding Support

Awarded on <date>

Name, Title
The IRC in <City>



Reference Template

Please edit the reference letter to best fit the roles and responsibilities completed by your volunteer or intern.

Date

Reference for **[Volunteer/Intern Name]**

To Whom It May Concern:

I am writing this letter of recommendation in support of **[Volunteer/Intern Name]** application for admission to the XXX. As Volunteer Coordinator for the International Rescue Committee's **[Insert Program]**, I had the opportunity to supervise **[Volunteer/Intern Name]** in his role as **[Position Name]**. The International Rescue Committee helps families uprooted by crisis survive and rebuild their lives.

In **[insert month and year]**, **[Volunteer/Intern Name]** started volunteering in our program eagerly, offering his time and commitment. **[Volunteer/Intern Name]** was able to step in and immediately assist newly arrived refugee families and individuals with minimal training and support. **He/she** accompanied individuals to important appointments, advocated for them at Public Assistance programs, helped them apply for their Social Security card and prepared them for job interviews. His/her friendly demeanor and compassionate nature made everyone feel at ease, a valuable asset when dealing with individuals who have been through tremendous hardships. **[Volunteer/Intern Name]** was also instrumental in helping organize a fundraiser for our program, by soliciting donations and raffle prizes for the event and ensuring the best possible outcome.

In addition to possessing a strong work ethic and a very positive attitude, **[Volunteer/Intern Name]** worked well independently as well as in a group setting. **He/she** consistently showed great care when working with both refugee children and adults. **[Volunteer/Intern Name]** is reliable, flexible and doesn't shy away from any task presented to **him/her**. I felt assured knowing that when **[Volunteer/Intern Name]** was assisting a family, they were in capable, dedicated, and sensitive hands.

In conclusion, I am pleased to recommend **[Volunteer/Intern Name]** to your program as I believe he/she will be a great asset to your institution. Should you have any further questions or need any additional information, please do not hesitate to contact me by phone (XXX-XXX-XXX) or email ([Volunteer Coordinator Email](#)).

Sincerely, Volunteer Coordinator