



Everyone Ready®

An online volunteer management
staff development plan

FROM ENERGIZE®

Slide Views for Notes

Effective Supervision: A Seminar for Busy Staff Who Partner with Volunteers

Trainer: Betty Stallings



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Effective Supervision:

A Seminar for Busy Staff Who
Work with Volunteers

Online Seminar - Part 1 of 3

With Betty B. Stallings



Effective Supervision:

A Seminar for Busy Staff Who
Work with Volunteers



Your Trainer

Betty B. Stallings
Building Better Skills
Pleasanton, CA



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Think You're Busy?

I have yet to meet a person working in the nonprofit field who does not have a job that is far greater than any one person can do.



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Supervisor Frustrations

Time invested in supervision

- Feels like a net drain
- Actually, a net gain

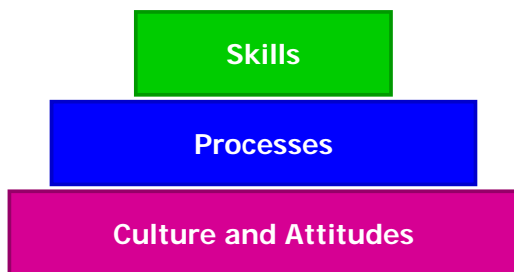
Think of supervision as an investment worth your effort!

Must Do Today!

- Find volunteer with internet skills
- Charlie's first day: intro, tour
- Talk to Paula re: work quality
- Show Deb how to activate phone tree

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Framework of Supervision



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What We'll Cover

- 1 The meaning of effective supervision
- 2 Attitudes needed for success with volunteers
- 3 Critical tasks and processes involved
- 4 Key skills associated
- 5 Discussion board: frequently-asked questions

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Questions for You

*What did you do
before you became
a supervisor?*

*Why did they
choose **you**?*



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Does This Sound Familiar?

- Previously, staff or volunteer role as a doer
- Before promotion, best doer in the work group
- As a supervisor:
 - Feels awkward
 - Reluctant to let go of "doing" tasks

**What's wrong with
this picture?**



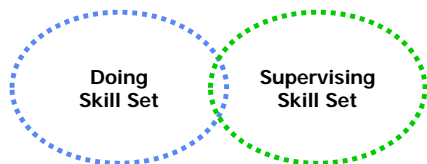
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Principles of Supervision

Principle #1

Good supervision is about *supporting others* to be successful in carrying out their work.



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Dilemma for Sonya

Sonya is tied up with supervising and her work group is falling behind.

What should Sonya do?

- Do the work herself, and supervise after hours?
- Get more involved in directing the day-to-day tasks of her group?
- Focus on coaching and removing barriers?



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Principles of Supervision

Principle #2

Supervision is about empowerment, not about creating dependence.

Empowerment

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Another Question for Sonya

Sonya needs to find a way to get her work group caught up with the backlog.

Should she:

- Work nights to do the work herself?
- Direct each person in the group to help her do the work?
- Work with the group to decide how to make up the backlog?



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Principles of Supervision

Principle #3

The effective supervisor encourages staff and volunteers to be involved in decisions that affect them...to take responsibility for their actions.

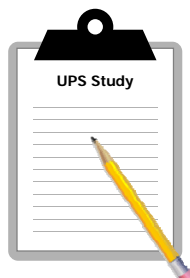
Take Responsibility

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Why so important?

1998 UPS Study Findings:

- 40% of people stopped volunteering because of poor management
- 52% would be more likely to volunteer for a well managed organization



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Why so important?

- Supervision skills maximize the potential of volunteers as a resource
- Today's volunteers want their time utilized effectively
- Volunteers want to make a difference



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Framework of Supervision



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What We'll Cover

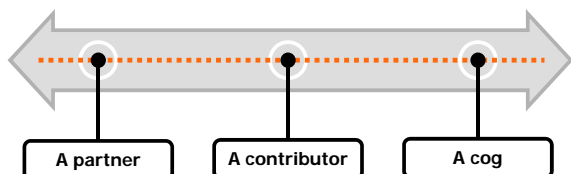
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- ☒ 2 Attitudes needed for success with volunteers
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- ☐ 5 Discussion board: frequently asked questions

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Attitudinal Scale

Did your supervisor make you feel like:



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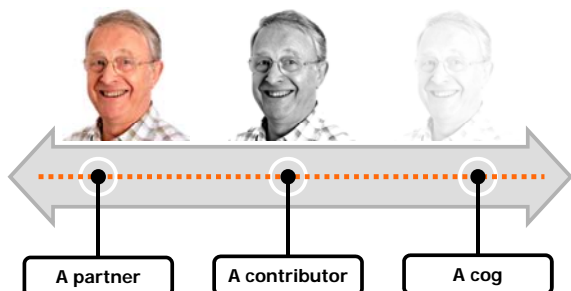
Attitudes

- A philosophy of partnership
- Volunteers as non-paid staff
- Volunteers as vital contributors, not merely helpers



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A story...

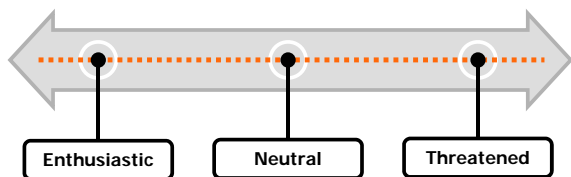


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Attitudinal Scale

*When you were able to do a task even better
than your supervisor could do it, did your
supervisor seem:*



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Attitudes

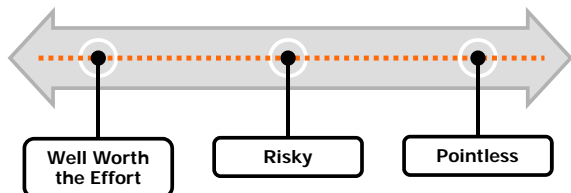
- Not threatened by the success of others
- Willing to release significant work and enable excellent volunteers to excel



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Attitudinal Scale

*Did your supervisor seem to expect that
"investing" in your development was:*

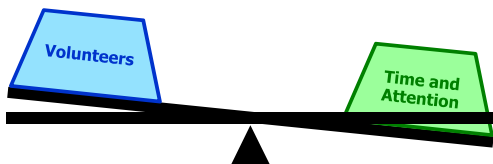


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Attitudes

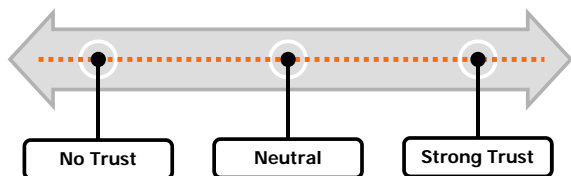
- Volunteers are not free – success requires time and attention
- The benefits to the organization must eventually outweigh the time invested in the volunteer



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Attitudinal Scale

Did you feel that you could trust your supervisor to support you?



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Attitudes

Form and maintain mutually trusting and respectful relationships



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Framework of Supervision



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Cultural/Attitudinal Scan

Cultural/Attitudinal Scan Worksheet

This worksheet will help you to assess your organization's culture and attitudes about supervision.

- Place a mark on the scale provided for each reply based on your own observations and expressions of: (1) your specific work area or department, and (2) on your organization as a whole.
- You may wish to ask other members of your organization to complete copies of this worksheet, and compare their ratings to your own.

1. How are supervisors rewarded for helping their staff and volunteers to be successful?

← In your work area	→
Rewards based on personal success only (doing is rewarded)	Rewards based on staff/volunteer success only (partnership/delegation is rewarded)
← In your organization as a whole	→
Rewards based on personal success only (doing is rewarded)	Rewards based on staff/volunteer success only (partnership/delegation is rewarded)

2. How are supervisors rewarded for taking a coaching role, rather than micro-managing the staff's and volunteers' work?

← In your work area →

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What We'll Cover:



The meaning of effective supervision

Attitudes needed for success with volunteers

3

Critical tasks and processes involved

4

Key skills associated

5

Discussion board: frequently asked questions

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 Audio
Turn on speakers



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What We'll Cover





The meaning of effective supervision



Attitudes needed for success
with volunteers



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Key skills associated



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Framework



Skills

Processes

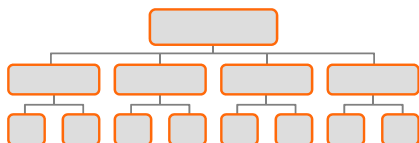
Culture and Attitudes

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Who Does It?

- It doesn't have to be just one person
- But *someone* has to make sure supervision is accomplished
 - Might be the volunteer program manager
 - Might be totally decentralized



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Consider...

- For which tasks are you responsible?
- Which tasks are not being accomplished or are confusing to volunteers?
- How might your system of supervision become a smooth and effective process?



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5 Task Clusters

- 1 Creation of volunteer positions and selection of the best-suited volunteer
- 2 Preparation and orientation of the volunteer
- 3 Ongoing support, resources, and problem-solving
- 4 Feedback, evaluation, and recognition
- 5 Reporting and recordkeeping requirements

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Volunteer Positions & Selection

- The right volunteer positions will attract the best volunteers
- Having the right person in the volunteer position impacts potential success
- Whoever is going to supervise should be part of the interviewing/selection process

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The Puzzle Metaphor



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Misplaced Volunteers

**It wastes effort to supervise
misplaced volunteers**



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Challenge Question

You are a leadership volunteer.

In a group meeting, you asked for a volunteer for a special assignment.

To your chagrin, Melanie immediately raised her hand. This in effect prevented anyone else from volunteering. As a result, you were stuck with a volunteer who needed more support than you wanted to give.

What should you have done differently?



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Challenge Answer

- Don't accept the first hand to go up
- Ask members to indicate interest in "being considered"
- Take the time to clarify and agree to expectations



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Orientation



Big-picture overview

- Often offered by the volunteer services office
- Sometimes provided by direct supervisor
- Needed for off-site as well as on-site volunteers

Direct supervisor makes sure the volunteer
feels “at home”

Preparation of Volunteers



Direct supervisor should discuss:

- Goals
- Responsibilities
- Time commitment/flexibility
- Training
- Communication system
- Key people



Assuring Quality and Consistency



Make a list of topics

For the first time, ask your volunteers:

Is there anything that you have
encountered in your volunteer
experience with us for which we
did not adequately prepare you?



Reality Check

Which are you more likely to use?



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Ongoing Support

- Amount of support depends on:
 - What will be done
 - How ready the volunteer is to do it
- Already-skilled volunteers simply need orienting to your systems
- Others will need skills training



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Ongoing Support

Develop leadership volunteers:

- Develop a resource library
- Introduce them to written and online materials
- Start at www.energizeinc.com and the archives of *e-Volunteerism*

Challenge Question

Todd is a supervisor.

His volunteer has agreed to do a task within 2 weeks, so as not to delay the timeline of a major fundraiser.

It's 1 week later, and the volunteer has not begun the work.

Fearing that the job will not get done, Todd steps in and does the task himself.

What would you advise Todd to do differently?



Delegation Answer

1. Establish times to connect with volunteer to determine the progress of the assignment.
2. Assess if volunteer needs specific direction or support from you to carry out the assignment.
3. If necessary, help volunteer resolve problems and reiterate critical timing deadlines to complete the task.
4. Set up times to meet with volunteer to determine if task is being accomplished and if more assistance is needed to complete work on time.



Avoid Reverse Delegation

Problems naturally arise:

- Problem solve together with volunteers
- Paid staff do not have to take back volunteer work issues



Reverse Delegation

- “Who’s Got the Monkey?”

5 Task Clusters

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Feedback

Feedback should be mutual

My friend’s story...





Evaluation

- Mutual performance assessments
- They *can* be done!
- Can be motivating because it implies high expectations

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see Trainer's handout
for the recognition tips

5 Task Clusters

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Reporting

- The challenge: Getting volunteers to record hours and activities
- Online reporting is a help
- Explain to volunteers *why* the information is essential
- Not just hours served!



Reporting

Supervisors need to be clear on reporting requirements and forms

- What's centralized?
- What does the direct supervisor complete?

What's Missing?

You are a supervisor. This month, two volunteers left your program:

- Charlene had been with you for 5 years, in various capacities
- Ross had stayed only 2 months

When your supervisor asked you why Charlene and Ross had left, you didn't know the answer.

What important task was neglected?





Exit Interview Reports

- Volunteers deserve an Exit Interview
- Organizations need the information in an Exit Interview Report



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Consider...

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Supervisory Task/Process Scan

Task	Who is Responsible?		
	You	Who	Not Sure
Creating volunteer positions			
Selecting the best-suited volunteer for a position			
Orienting newly placed volunteers to the organization			
Explaining individual job expectations and procedures			
Providing skills training			
Developing leadership volunteers			
Helping volunteers solve problems			
Evaluating and providing performance feedback to volunteers			
Providing recognition for good performance			
Making sure volunteers record hours and activities and report that data as well as impact of volunteer work			
Collecting volunteer feedback			
Conducting exit interviews			

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What We'll Cover



The meaning of effective supervision

Attitudes needed for success
with volunteers

Critical tasks and processes involved

4

Key skills associated

5

Discussion board: frequently-asked
questions

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End of Part 2

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Framework

Skills

Processes

Culture Attitudes

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Key Skills

- Planning
- Listening
- Delegating
- Training
- Coaching
- Giving feedback
- Evaluating
- Recognizing



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Skill: Planning

- It's necessary to plan
- Volunteers hold us accountable for being organized
- Assuring someone is there to answer volunteer questions if you're not



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Skill: Listening

- Listening is an art and a skill
- Closely connected to asking good questions
- It starts at the volunteer interview
- Most of supervision takes place through conversation



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Skill: Delegating



Delegating:

Assigning mutually agreed upon results with an appropriate means of authority and the needed support and training, plus a follow-up system which allows you to inspect what you expect.

Delegation is hard for perfectionists.

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Skill: Delegating

- Allow a volunteer some independence and authority...
- Then trust that the volunteer will do the work dependably...
- But set up a process for keeping in touch



DELEGATING

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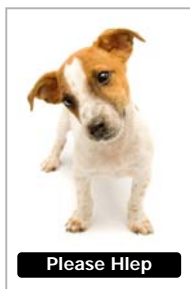
What Went Wrong?

Barry is a new volunteer with fantastic graphic arts skills.

Last week, his supervisor asked him to design a campaign poster.

Today, she saw this poster in the window of a nearby bank.

What should the supervisor do differently, the next time she delegates?



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Delegation Issues

- **Plan**
 - What and when
 - Quality control
 - Follow up
- **Communicate**
 - Set boundaries
- **Listen**
 - Clarify issues



Please Hlep

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Skill: Training

Whether a formal session or on-the-job, training must include:

- The information needed to perform the task or position
- The skills necessary to perform it properly
- The attitudes needed to perform it successfully



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Skill: Training

Training itself is a skill

- To prepare someone to begin work
- To keep volunteers updated and fresh

Include

- Who else they'll be working with
- Those people's roles
- The work of others related to the task

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Challenge Question

Sarah is a new volunteer.

She started out excited and eager to help.

Today, you found Sarah crying in the restroom. One of the other volunteers (she won't say which one) had yelled at her for "trying to steal her job."

What should you, as a supervisor, do differently next time?



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Training Answer

Avoid tension between veterans and newcomers

Training should include:

- How to do the job
- Where the boundaries are
- Also, ways to assist the newbie

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Skill: Coaching

A coach

- Shares or demonstrates needed skills and knowledge
- Assists volunteers in working through any obstacles standing in the way of success



Flexibility in time, style and methods

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Skill: Giving Feedback

Give feedback that is
accepted

Tips

- Focus on your own response
- Be specific rather than general
- Avoid using absolutes
- Discuss alternative ways of behaving

Giving
Feedback



See the Trainer's Handout for
Giving Feedback example for
this slide

Feedback

- Supervision is a partnership
- Feedback must be two-way
- Ask for feedback from volunteers and staff
 - After orientation
 - On an ongoing basis



Skill: Evaluating

- Avoidance of conflict or dismissal
- Supervisors may re-do poor work themselves
- Fear of criticizing volunteers
- Deal openly with difficult issues early



Evaluating

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Skill: Recognizing

- Volunteers stay when they feel satisfied and appreciated
- Appropriate recognition is a motivational tool
- Custom fit to each individual



Recognizing

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Customizing Recognition

- Thanks for quarterbacking that issue for us!
- You have such a good way with people!
- I so appreciate knowing that I can rely on you!



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Rules of Good Recognition

- Timely
- Personal and tailored
- Spontaneous and sincere
- Ongoing basis
- Don't be afraid to be creative
- Make them feel appreciated **every day**

Supervisory Skills Scan

Planning	Always	Sometimes	Never	Not Applicable
This supervisor (I) ...				
Makes sure that work and supplies are prepared for the start of each shift.				
Keeps track of attendance and schedules.				
If out of the office, arranges for someone else to be available to answer questions.				

Listening/Communicating	Always	Sometimes	Never	Not Applicable
This supervisor (I) ...				
Asks appropriate questions, both during interviews and after the volunteer has begun working.				
Listens to volunteer comments without interrupting.				
Asks follow-up questions to clarify understanding.				
Responds to volunteer comments in a pleasant, clear, appropriate manner.				

Delegating	Always	Sometimes	Never	Not Applicable
This supervisor (I) ...				
Provides clear expectations when delegating work about the quality and schedule for				

A Challenge!

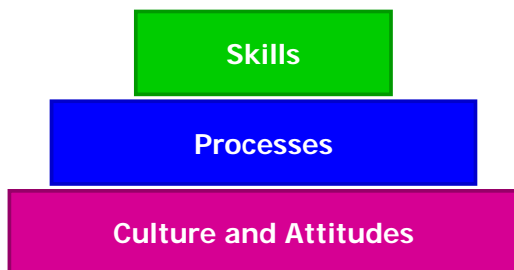
Ask for whatever training **you** need

- Planning
- Listening
- Delegation
- Training and coaching
- Giving feedback and evaluating
- Recognition





Framework



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What We've Covered



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Discussion board: frequently-asked
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Frequently Asked Questions

- How do I find time to supervise?
- How is supervising volunteers the same or different from supervising paid staff?
- How can I supervise a volunteer who can perform a task better than I can?
- How can I supervise when I am different from – or younger than – volunteers?
- Can I fire a volunteer?
- How many volunteers should one person supervise?
- How do I hold volunteers accountable?

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Discussion Board

Join the
Discussion!

November 15th -
December 18th

Discussion Board



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