

SCORECARD

Want to see how you're doing? Below are some representative questions to help you take the temperature of your program. Of course, not all questions are equally relevant to all agencies, and you might even want to make up some of your own Scorecard questions. Please be sure to look at all questions.

Place two checks on each line if you're sure it's true for you //
 Place one check on each line if you're uncertain or if it's only partly true /
 Leave the line blank if it's not true for your program

PLANNING

1. Spent at least three months planning our program, before it started, carefully consulting all relevant people
2. During this time we looked into at least three national publications on the subject

RECRUITMENT AND SCREENING

3. We have written volunteer job descriptions, at least two paragraphs long
4. Deliberately go out after the kind of people who can fill our volunteer jobs
5. At least half of our volunteers are personally and consistently involved working directly with clients
6. Definite plans or efforts to involve new types of people as volunteers: minority, younger, older, poor, etc.
7. Before accepting volunteers we use and study a volunteer background registration form
8. Each volunteer is interviewed at least once before acceptance
9. Each volunteer is interviewed at least twice by different people
10. At least half of the clients we think could benefit from volunteers, have them

ORIENTATION AND TRAINING

11. Require at least five hours volunteer orientation before assignment
12. Top management and/or regular staff are closely involved in volunteer orientation
13. We have in-service training meetings monthly or more often
14. Films and/or tapes, and/or slide shows, and/or role plays used for at least 25% of the total training time
15. Each new volunteer receives and keeps a written orientation manual
16. Systematic effort to orient staff to working with volunteers

ASSIGNMENT, WORK ROLES

17. We have at least two main alternative work roles for volunteers
18. We deliberately seek maximum compatibility of volunteer and client by asking and assessing both volunteer and client
19. In addition to intuition, we employ specific compatibility criteria such as home location, interests, sex, age, etc.
20. Volunteers sign or explicitly assent to a work contract of specific time commitment over a maximum period of at least eight months
21. At least 90% of our volunteers are assigned and on the job no more than four weeks after the end of pre-service training

THE VOLUNTEER COORDINATOR

22. We have regular position of Volunteer Coordinator or Director
23. He/she feels he has enough time to do the job adequately
24. Volunteer Coordinator is suitably paid
25. Our Volunteer Coordinator has attended at least three days of training institute conferences, also has read at least 150 pages in this specific area in the past year
26. Our Volunteer Coordinator has an office near other staff, and is regularly invited to attend staff meetings at supervisory level
27. Not more than 40 volunteers for each direct supervisor of volunteers

MOTIVATION - INCENTIVE

28. Each volunteer has an I.D. card or lapel pin or other suitable agency identification
29. Certificates and/or volunteer recognition meeting at least once a year
30. Regular or supervisory staff are also recognized for their leadership role in volunteer program
31. Volunteers have a desk or other designated place to roost at agency
32. Provision for good experienced volunteers to move up in responsibility and status as volunteers, e.g., head volunteer, volunteer advisory board, etc.

33. At least one of our ex-volunteers is now on regular paid staff
34. Of volunteers who complete training, at least two-thirds are with us at the end of a year (or their assigned hitch)
35. At least a third of our new volunteers are brought in by present volunteers

RECORD KEEPING, EVALUATION

36. Within five minutes, we can tell you (a) exactly how many volunteers we have, and also (b) for any individual volunteer-current address, job and assigned client, if any
37. Volunteers are required to report at least once a month by phone or by report form, and we enforce this
38. At least twice a year we systematically ask regular staff what they think of volunteer programs
39. Ditto, both volunteers and clients, what they think
40. Generally, volunteers are actively involved (e.g., advisory board) in decisions regarding their own volunteer programs
41. We have a regular statistical-evaluative component supervised by a professional in the area

BUDGET, FINANCE

42. We prepare a regular, carefully considered budget for the volunteer program
43. We keep good account books and formal records on the program
44. At least one-half of our volunteer program funding is from local sources (including below)
45. At least one-half volunteer program funding is incorporated in regular state or local agency budget

PUBLIC RELATIONS

46. We have a newsletter for our volunteers, monthly or bi-monthly
47. Main (or only) local newspaper has at least three favorable articles or editorials on volunteer program each year
48. At least one of those is not deliberately requested by us
49. Regular staff invited to talk on our program in town at least ten times a year
50. Agencies or organizations in similar service areas have expressed approval of our volunteer program

Scoring yourself: Just count the checks.

Total Volunteer Program Score

YOUR COMMENTS ARE WELCOME.

Name

Date

Organization

SCORECARD - VOLUNTEER PROGRAM*

Scorecard (BFS-1) has been developed over the past four years. It is directed towards coordinators, directors, supervisors, or administrators of local volunteer programs. It has been designed to be a self-report on a sampling of standards of volunteer program administrative performance, according to our pick-up from the field. Obviously only a sampling rather than an exhaustive enumeration of all standards are presented for self-report. The form can be given to directors and their supervisors independently to compare their perceptions of the program. A spread of more than 10 points is cause for concern. Newer program directors should be forewarned to expect extremely low scores. The advantage, of course, is that you've no place to go but up.

It is probably useful for a director to self-administer Scorecard about every three-six months. On a group basis, Scorecard averages can be used as input in the design of training programs for directors of volunteer programs, or even the composition of workshop groups in various topic areas.

Scoring - Examinee simply counts the number of checks in each of the nine sections, records each, and then records a total for all nine. Doublecheck the count and the addition; people do make mistakes in addition. These part and total counts of checks are hereafter called "raw scores."

*See preceding page for form.

BFS-1 - PRELIMINARY NATIONAL NORMS

I. Overall

II. Analytic

I. OVERALL

These norms are based on 308 people. The sample has been collected over the past three years and includes mainly coordinators from a U.S.-Canadian population. About half of these were criminal justice-related programs; the others were not, and there appears to be no gross bias between the two groups.

"Raw Score" taken directly from Scorecard as per instructions:	You are approximately higher than:
0 - 5	.003%
6 - 10	.006%
11 - 15	1%
16 - 20	2%
21 - 25	3%
26 - 30	7%
31 - 35	10%
36 - 40	16%
41 - 45	23%
46 - 50	31%
51 - 55	40%
56 - 60	54%
61 - 65	67%
66 - 70	77%
71 - 75	88%
76 - 80	93%
81 - 85	96%
86 - 90	99%
91 - 95	99%
96 - 100	100%

Raw Score	Scorecard	Percentage Estimate
50		31%
51		32%
52		34%
53		37%
54		38%
55		40%
56		42%
57		45%
58		49%
59		50%
60		54%
61		57%
62		60%
63		62%
64		64%
65		67%

II. ANALYTIC

Scorecard is divided into nine subsections covering major volunteer program management functions such as Planning, Recruitment and Screening, Orientation and Training, etc. Since these norms are based on fewer items each than total Scorecard norms, they must be considered even less reliable, though still useful as rough approximations.

PLANNING: Questions 1-2 - Score ranges 0-4

*If your raw score is:	You are approximately higher than:
0	10% of programs
1	19%
2	22%
3	41%
4	You are in top 50%

RECRUITMENT AND SCREENING: Q. 3-10 - Score ranges 0-16

0 - 6	10% of programs
7 - 8	20%
9 - 10	43%
11	57%
12	72%
13	84%
14	94%
15 - 16	You are in the top 6%

ORIENTATION AND TRAINING: Q. 11-16 - Score range 0-12

0 - 2	10% of programs
3 - 4	23%
5	33%
6	45%
7	53%
8	66%
9	77%
10	87%
11 - 12	You are in top 13%

ASSIGNMENT AND WORK ROLES: Q. 17-21 - Score ranges 0-10

0 - 1	3% of programs
2 - 3	17%
4	28%
5	38%
6	50%
7	64%
8	80%
9	93%
10	You are in upper 7%

*Each subsection - same headings

THE VOLUNTEER COORDINATOR: Q. 22-27 - Score range 0-12

*If your raw score is:	*You are approximately higher than:
0 - 1	6% of programs
2 - 3	9%
4 - 5	14%
6	22%
7	31%
8	42%
9	60%
10	81%
11	90%
12	You are in upper 10%

MOTIVATION-INCENTIVE: Q. 28-35 - Score range 0-16

0 - 2	10% of programs
3 - 4	19%
5	26%
6	41%
7	50%
8	58%
9	66%
10	78%
11	85%
12 - 13	94%
14 - 16	You are in upper 6%

RECORD KEEPING, EVALUATION: Q. 36-41 - Score range 0-12

0 - 2	10% of programs
3	16%
4	30%
5	40%
6	53%
7	61%
8	73%
9	82%
10	94%
11 - 12	You are in upper 5%

BUDGET-FINANCE: Q. 42-45 - Score range 0-8

0	16% of programs
1	21%
2	31%
3	39%
4	66%
5	71%
6	88%
7	90%
8	You are in upper 10%

PUBLIC RELATIONS: Q. 46-50 - Score range 0-10

If your raw score is:	You are approximately higher than:
0 - 1	9% of programs
2	19%
3	26%
4	41%
5	49%
6	62%
7	69%
8	84%
9	90%
10	You are in upper 10%

BFS-1 SCORECARD - YOUR PROGRAM PROFILE

Now you are ready to use the BFS-1 Program Profile Sheet. First place your overall (total) score and percentile in the upper lefthand corner. Then, after tallying each subsection of Scorecard and locating your estimated percentile on Basic Feedback System norms, plot each section with periods (.) or (x), and connect them with straight lines. The resulting line graph will allow you to visualize strengths and weaknesses of your program, areas of needed further training and development, etc.

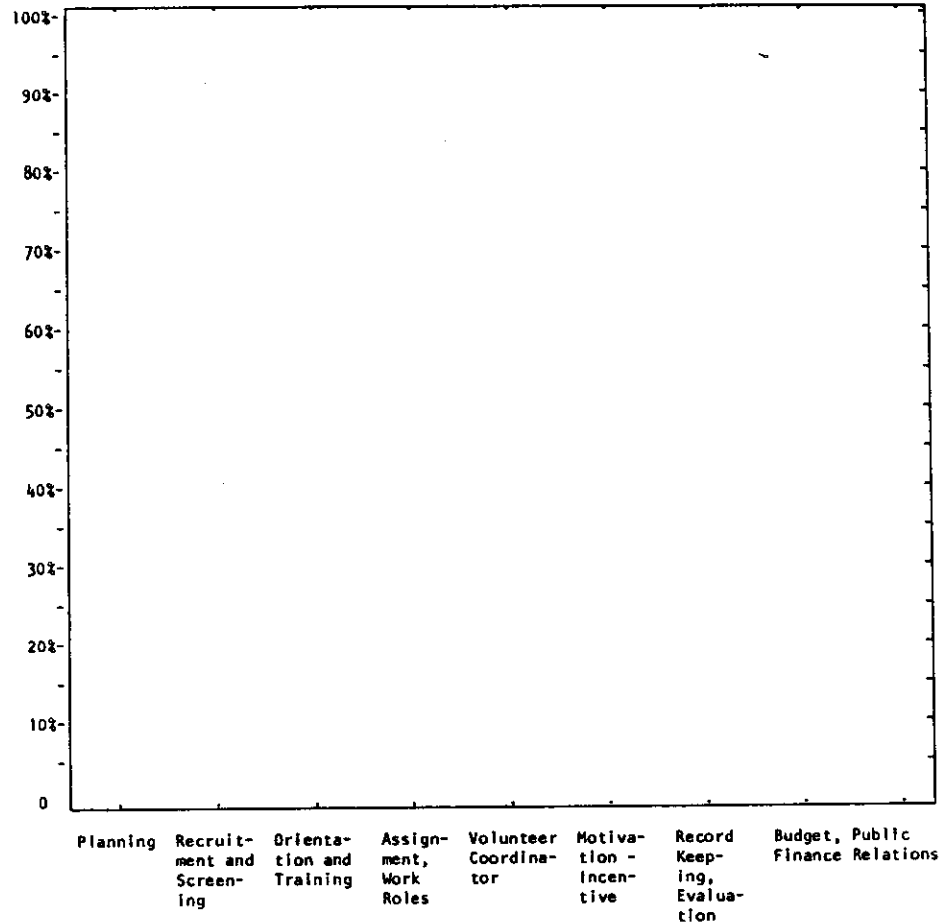
People do get surprised when they see their profile. First of all, remember that these are only rough approximations. Second, remember that these are relative values. For example, you may be right in finding that your record keeping is poor; if you still come out above average nationally, it only means that most others are even poorer.

BFS-1 - SCORECARD

Overall Raw Score _____
Overall Percentile _____

YOUR PROGRAM PROFILE

Plot values only approximately. Note: These are percentiles, not raw scores.



NICOV 2/75 - BFS-2E

STAFF REACTIONS TO VOLUNTEER PROGRAMS

This questionnaire is not just to make more paperwork for you. It's because we want your frank ideas on the improvement of the volunteer program. You may sign it or not, just as you prefer. Please answer all questions on the form.

1. How long have you had any sort of contact with the volunteer program? _____
2. How much time during an average week are you in any sort of contact with volunteers? _____ hours.
3. What are the main different things volunteers do directly under your supervision?

4. What do you think is the best way of organizing volunteer programs for your agency? *Choose the closest to right for you.*
a. In an organization of their own, as a separate auxiliary.
b. Integrated within the agency as "unpaid staff."
c. Undecided.
5. In relation to the total number of clients (patients, consumers) served by your agency-organization, what would be the best or highest ratio of volunteers to clients you'd want? *Choose the closest to right for you.*
a. One volunteer to 50 or more clients.
b. One volunteer to 20 clients.
c. One volunteer to 5 clients.
d. One volunteer to 2 clients.
e. One or more volunteers for every client.
6. Could the agency now use:
a. More volunteers?
b. Fewer volunteers?
c. About the same number?
7. What concerns you more about the volunteer program? *Check one in each line.*
a. Insurance-liability or b. Volunteer training
a. Volunteer turnover rate or b. Spending too much time with volunteers
8. What jobs, if any, could volunteers usefully perform that they don't now?

9. Could any jobs volunteers now perform probably be done better or more efficiently using paid professional or paraprofessional paid staff?

10. What are some of the things you see as particularly helpful in the volunteer program?

11. What are some of the things that could be improved?

12. What are the best ways of involving volunteers in your organization or agency? *Choose one on each line.*
a. Working directly with clients or b. Administrative duties
a. Serving as individuals or b. Serving as groups
13. Were you ever a volunteer in a service area similar to the one you're in now? Yes ☐ No ☐
14. Any other comments or suggestions you'd care to make would be most welcome.

NOTE TO USER: When reproducing this form for use, we suggest you delete the scoring instructions below.

ROUGH SCORING KEY

Obviously the answers to the questions in BFS-2E contain a great deal of useful information not covered in the index below.

- Q2. 0 hours = 0. Beyond that, points up to 10 for the number of hours reported divided by 2 and rounded to next highest whole number. Thus, if 7 hours is reported = 3-1/2 points rounded to 4 points, and 20 hours = 10 points and so does 30.
- Q3. (1) 0 = 0 points (2) For every one of first three which appears responsible, add 1 point.
 1 listed = 1 point
 2 " = 3 points
 3 plus = 4 points (3) For every one of first three involving direct significant with clients, add 1 point.
- Q4. a = 0; b = 10; c = 5.
- Q5. a = 0; b = 2; c = 4; d = 6; e = 10.
- Q6. a = 10 points; b = 0; c = 5.
- Q7. a = 0, b = 5 (line 1)
 a = 5, b = 0 (line 2)
- Q8. None listed = 0 points; one = 3 points; two = 5; three = 8; four or more = 10.
- Q9. 0 or "none" = 10 points; one = 5 points; two or more = 0.
- Q10. None = 0 points; one thing listed = 3 points; two things listed = 5 points; three things listed = 8 points; four or more = 10 points.
- Q12. a = 5, b = 0 (line 1)
 a = 5, b = 0 (line 2)

STAFF REACTIONS TO VOLUNTEER PROGRAMS*

"Staff" or "line staff" is defined as paid people who work directly with volunteers; e.g., social worker, nurse, probation officer. This form concentrates on staff's commitment to, understanding of, and satisfaction with volunteers. For example, the form helps you head off burgeoning staff resistance, while the problem is still manageable; it also helps you reorient the program to staff needs. This is obviously important in gauging the level of staff support or resistance to the program, and where it is coming from.

In a big agency or unit, the form doesn't need to be administered to all staff. You may use a reasonable and fair sample of them, say once every three or four months. As with other BFS forms, it can be administered to individuals or to groups of people all at the same time.

BFS-2E - FIRST DRAFT NORMS

The majority of this sample of 66 were staff for youth service volunteer programs.

If your Staff Support score is:	You are approximately higher than:
0 - 40	5% of programs
41 - 45	10%
46 - 50	21%
51 - 55	42%
56 - 60	53%
61 - 65	71%
66 - 70	86%
71 - 75	95%
76 - 100	You are in the upper 5%

NICOV 2/75 - BFS-3E

VOLUNTEER FEEDBACK FORM

We need your help again--your ideas to help us improve our volunteer program. Please give us the benefit of your frank opinion on these questions. You may sign the form or remain anonymous, just as you prefer. Please be sure to give your best answer for all questions on the form. Thank you.

- How long have you been in this volunteer program? _____
- Please describe briefly your volunteer job(s) in this volunteer program.

- Where does your volunteer time go in an average month? Please fill in all the lines as best you can.
 _____ Hours total per month
 _____ Hours with clients, or otherwise on the job, per month
 _____ Hours consulting with regular staff per month
 _____ Hours in various volunteer meetings per month
 _____ Hours filling out reports, paperwork (not part of the job itself) per month
- What are the main reasons you joined up as a volunteer? _____

- What are some of the main satisfactions you're getting from your volunteer work now?

- What are some of the main frustrations?

- What do you see as some of the good things about this volunteer program now?

- What do you see as some of the things that could be improved?

- Please describe any suggestions you may have on useful new jobs volunteers might fill in this program.

- Has anyone in the organization ever asked you before what you thought of this volunteer program? Please check the closest to right for you.
 No, never directly ☐ Once or twice, maybe ☐ Many times ☐
- When your present term or year of volunteer services is up, do you plan to sign up again or continue for another term? Check one, please.
 Yes, definitely ☐ No ☐ Undecided at this time ☐
- Have you recommended joining this volunteer program to any of your friends or family?
 Yes, definitely ☐ ☐ General mention, might not have been a strong recommendation
 No, not really ☐
- For this volunteer program, would you please rate each of the things below on a scale of 0 to 5, using the following key:

0 = really doesn't exist	3 = average
1 = exists but poor	4 = good
2 = fair	5 = excellent

Training of volunteers in this program: 0 1 2 3 4 5
 Acceptance and support of volunteers by staff: 0 1 2 3 4 5
 Recognition given to volunteers: 0 1 2 3 4 5
 Volunteers are trusted to do important things: 0 1 2 3 4 5

14. Any other comments you'd care to make would be appreciated.

Signature (optional) _____ Date _____

Volunteer Program _____

NOTE TO USER: When reproducing this form for use, we suggest you delete the scoring instructions below.

ROUGH SCORING KEY

Obviously the answers to the questions in BFS-3E contain a great deal of useful information not covered in the index below.

Question 1 - 0-3 mos. = 0 points; 3-6 mos. = 1; 7-12 mos. = 2; 13-23 mos. = 5;
 2-5 yrs. = 8 points; more than 5 yrs. = 10.

2 - One job only = 0 points; 2 jobs = 5; 3 or more = 10.

3 - Total hours less than 2 = 0 points; 3-5 hrs. = 2; 6-10 hrs. = 5;
 11 or more total hours = 7. If ratio for total hours/"hours filling out reports" is more than 5 to 1, add 3 points.

*6 - 3 or more frustrations = 0 points; 2 frustrations = 3; only 1 frustration = 6;
 no frustrations or "none" = 10.

7 - No good things listed or "none" = 0 points; one good thing = 3; 2 good things listed = 6; 3 good things = 8; 4 or more good things = 10.

10 - (a) = 0 points; (b) = 5 points; (c) = 10 points.

11 - (a) = 10 points; (b) = 0 points; (c) = 5 points.

12 - (a) = 10 points; (b) = 5 points; (c) = 0 points.

13 - Add total of points circled in all four items. Ranges from 0 - 20.

*Count of separate units will be somewhat judgmental here.

VOLUNTEER FEEDBACK FORM *

This form is intended for any volunteer actively on the rolls of a program, preferably *now* serving, though recent graduates of a program may also be a valuable resource.

The form attempts to get feedback mainly on the volunteers' satisfactions and frustrations with their service, and effectiveness of their time utilization. It needs to be administered to a reasonable, fair sample of volunteers about every three or four months. For example, it might be good to administer it at volunteer in-service meetings, leading into a discussion of group results. Results also can feed into the redesign of volunteer training, jobs, and program administration generally.

BFS-3E - PRELIMINARY NORMS

These norms are based on 108 volunteers from a wide range of areas, e.g., hospital auxiliary, Red Cross, RSVP, YMCA, student and youth services volunteers, etc.

Raw scores range theoretically from 0 to 100, scored as per instructions on BFS-3E, reverse side. However, practically speaking, it is almost impossible to get a volunteer feedback score of less than 20-25. These are virtually *free points*.

If your Volunteer Feedback score is:	You are approximately higher than:
0 - 30	4% of other programs
30 - 40	7%
41 - 50	23%
51 - 60	36%
61 - 65	52%
66 - 70	66%
71 - 75	77%
76 - 80	82%
81 - 90	96%
91 - 100	100%

This is still quite a small sample, and the normative estimates are accordingly quite rough. Also quite rough is the exact definition or meaning of the index. It has elements of volunteer satisfaction (versus frustration), dependability-perseverance, and volunteer's perception of the adequacy of program leadership.

*See preceding pages for form

TOP MANAGEMENT SELF-CHECKLIST IN REGARD TO VOLUNTEER PROGRAMS

This self-checklist is for top management in your agency or organization, e.g., the Director, Executive Director, Chairman of the Board, and possibly Associate or Regional Directors as well.

The purpose is to enable you to check your attitude with other administrators, and with national practice, in regard to the amount of investment necessary and reasonable in a volunteer program in order to return good results. Of course, not all the questions below are equally relevant to all agencies and organizations. We ask you simply to "translate" each question as necessary into the terms most relevant to your own organization. Please read each statement below and then mark each according to the category which comes closest to your view.

Place two checks on each line if you're sure it's true for you ✓✓
 Place one check on each line if you're uncertain or if it's only partly true ✓
 Leave the line blank if it's not true for you. _____

If you don't have significant numbers of volunteers now, i.e., if you have no volunteer program, answer the questions in terms of "I would" or "I plan to." If you do have a volunteer program now, or its beginnings, answer according to how you actually operate now in regard to that program.

- _____ 1. We have a volunteer program now in our agency.
- _____ 2. I prefer to have volunteers incorporated as unpaid workers within the agency, rather than as a semi-independent auxiliary outside it.
- _____ 3. I believe volunteers should be involved in every part of our operations, working with all paid staff. I do not believe volunteers should work primarily and only for the Director-Coordinator-Supervisor of volunteers.
- _____ 4. We can handle volunteer insurance and liability considerations without much trouble.
- _____ 5. Volunteers do well enough handling confidential materials. I don't see that as a matter to be particularly concerned about.
- _____ 6. I'm confident we can attract all the good volunteers we need.
- _____ 7. Volunteers can be found to help with professional level tasks, as well as more routine ones.
- _____ 8. The volunteer coordinator's or director's office is adjacent to and/or incorporated with those of the rest of staff.
- _____ 9. The volunteer program coordinator or director has his or her own secretary or support person.
- _____ 10. She/he has funds to purchase and/or print volunteer training aids and materials amounting to at least \$10 per year per volunteer.
- _____ 11. Volunteers do have a room or desk space to call their own in our agency.
- I am willing to spend significant amounts from our regular budget for extra volunteer program expenses such as:
- _____ 12. Mailing of notices.
- _____ 13. Printing and office materials.
- _____ 14. An extra telephone.
- _____ 15. Reimbursement of some work-related expenses for volunteers.
- _____ 16. Banquets, certificates and other incentives.
- _____ 17. If our organization's budget were doubled next year, I would still have at least as many volunteers as we have now.
- _____ 18. Within three years or less, I think we can use and should have twice our present number of volunteers.

In regard to staff time which must be invested in a quality volunteer program, I am prepared to:

- _____ 19. Have line staff invest as much as one hour for only two or three hours of volunteer time returned at the beginning of the program (knowing the ratio will get better later).
- _____ 20. Allow at least ten hours a month of staff orientation to volunteers in the first six months of the program, even if that necessitates some neglect of their other duties.
- _____ 21. Recognize that working with volunteers might require staff to work some evening and weekend, or other extra time. Therefore, routinely and without question, criticism, or unnecessary extra bureaucracy, we give staff full compensatory time for these activities.

- _____ 22. We give appropriate recognition to line staff who agree to work with volunteers, seriously train and adjust their roles for this, and successfully work with them. This includes as a minimum, entry into their work records of their supervisory training and experience with volunteers, plus provision for clear and explicit recording in any merit or advancement rating system we have.
- _____ 23. I give careful if not preferential attention to present or ex-volunteers in my agency in the hiring of new paid staff, based on an objective assessment of their work record and experience as volunteers.
- _____ 24. I see that volunteers are provided with letters of work recommendation if they request them, or other appropriate work credit, for their use in applying for paid work anywhere else.
- _____ 25. In selecting any new paid staff, I incorporate as a significant part of our evaluation their receptivity to and experience in working with volunteers. This involves as a minimum some consultation with our Director of Volunteer Services or other experienced person in the area.
- _____ 26. It also involves giving our volunteer director a veto on the staff candidate for serious objections she/he may have on receptivity to volunteers, appropriately documented.
I personally am willing to:
- _____ 27. Appear at volunteer training sessions and recognition gatherings to welcome volunteers and express appreciation on behalf of our agency. This may be as many as 8-10 appearances a year.
- _____ 28. Participate directly on the volunteer program planning and/or advisory board as much as two hours a month.
- _____ 29. I am not only willing to (Questions 27, 28), I actually do so at present.
- _____ 30. Our Director of Volunteers devotes at least thirty hours a week solely to the volunteer program.
- _____ 31. Our director or coordinator is a paid person.
- _____ 32. His/her salary level is that of a supervisory and/or highly skilled person in our agency.
- _____ 33. His/her level in administrative status is supervisory.
- _____ 34. He/she regularly attends and participates in staff meetings.
- _____ 35. She/he is given substantial time at these meetings to discuss the volunteer program with staff (at least 10-20% of meeting time, if necessary).
- _____ 36. I see the volunteer coordinator-director at least once a week regularly for direct communication on progress and problems in the program.
- _____ 37. I see as necessary the allocation of work-time, travel and registration-fee funds for attendance by the coordinator or director at a minimum of two or three training workshops a year, for purposes of improving his/her program leadership skills.
- _____ 38. Our coordinator-director concentrates exclusively on the volunteer program; she/he does not spend significant time on general public relations, community relations, or the like.
- _____ 39. Our supervisor of volunteers has undergone special training and requires this on a continuing basis for the skills needed in her/his job.
- _____ 40. We have a framework or mechanism for identifying and looking at any suggestions volunteers may have for our agency's objectives or operations as a result of their work experience with us.
- _____ 41. We plan to have eventually at least one volunteer for every three consumers of our service (clients, patients, protégés).
- _____ 42. We have the above ratio or better right now.
- _____ 43. We plan to have eventually at least five volunteers for every paid staff member in the agency or organization.
- _____ 44. We have this ratio or better now.
- _____ 45. I plan to have at least one volunteer working with me directly or in my office, in administration.
- _____ 46. I have this situation right now.
- _____ 47. I myself am presently a regular volunteer in a program in this community (for at least five hours a month).
- _____ 48. Eventually I would definitely like to see some of our clients (consumers, patients) involved as volunteers.

49. They are now, in significant numbers.
50. I am willing to have the attitudes towards volunteers expressed here checked out against my actual supportive performance sometime in the next six months.

☐ TOTAL SCORE

Your score is simply the total number of checks, and can range from 0 to 100.

Your comments are welcome. Use additional paper if desired.

Signature _____ Date _____

Position _____ Organization _____

TOP MANAGEMENT SELF-CHECKLIST*

The Top Management Self-Checklist in Regard to Volunteer Programs is designed for the superintendent, supervisor, chief, or other high-level administrator or policy-maker in the agency or major unit of the agency. This person does not have direct responsibility for operating the volunteer program, as the coordinator does, but it is one of several responsibilities under her/his general supervision. Admittedly, considerable individual judgment has to be used in deciding to whom the form should be administered; in many instances, the form has been administered to several levels of management in the same larger agency or unit.

The form is meant to get a reading on *specific* commitments which the top manager is willing to make on behalf of the volunteer program, as distinct from generalized verbal support. Considerable tact and sensitivity is necessary in deciding whether or how to administer this form; for example, perhaps you will want to use it only as a basis for a discussion.

This is one of the few forms we suggest administering before a program gets started. If, at that time, top administration does not have a minimal understanding of or acceptance of the specific commitments necessary from them, the program should not proceed until they do have these. Not incidentally, the responsibility to educate and/or persuade is principally ours, as volunteer program people. Indeed, administration and discussion of this form may be a good beginning for this process.

*See preceding pages for form

BFS-4E - FIRST PRELIMINARY NORMS

This sample of 46 is from the southeastern part of the U.S. They are directors, executive directors, etc., of youth service volunteer programs.

If your Top Management Check-list score is:	You are approximately higher than:
0 - 41	4% of other programs
42 - 45	10%
46 - 50	17%
51 - 55	28%
56 - 60	48%
61 - 65	58%
66 - 70	78%
71 - 75	93%
above 75	You are in the upper 7%

This norm sample is very low and the norm estimates very rough. Certain questions in this form (e.g., 45-50) may be far more diagnostic than others, simply as individual questions.

NICOV 2/75 - BFS-6E

YOU HAVE A VOLUNTEER - WHAT DO YOU THINK?

We'd appreciate your help. We hope you'll give us your ideas on how the volunteer program can be made better for all of us. We'll be glad to keep your answers as yours only; you don't have to sign this unless you want to. Thanks a lot.

- What are some of the good things your volunteer does that helps you?

- What are some of the things your volunteer does that maybe don't help quite as much?

- What are some new things your volunteer could do that would be good?

- Are there any ways you could help your volunteer in her/his work? What are some of these things, please?

- How often do you see your volunteer?

- When was the last time your volunteer got in touch with you (by phone or in person)?
_____ days ago.
- What is your volunteer's address?

- What is your volunteer's phone number?

- Have you ever told your volunteer any real secrets about yourself, trusting that she or he will keep them secret?

10. Has your volunteer ever told you any secrets about himself/herself in the same way? _____
11. If you were offered the chance to be a volunteer in work like the volunteer you have now, what would you do? (Choose the closest to right for you)
- _____ I'd do it tomorrow.
- _____ I might do it sometime in the next ten years.
- _____ It's not for me; I probably wouldn't do it at all.
12. Do any of your friends want to have volunteers like you have?
- _____ Yes, I'm sure they do.
- _____ Maybe, but I'm not really sure.
- _____ No, as far as I know.

Signature (optional) _____ Date _____

ROUGH SCORING KEY

Obviously the answers to the questions in BFS-6E contain a great deal of useful information not covered in the index below.

- Question 1 - 5 points if one mentioned; 10 if two; 15 if three.
- 2 - 5 points if no more than two mentioned.
- 4 - 5 points if two or more mentioned.
- 6 - 10 points if less than a week; 5 points if between 8-15 days.
- 7 - 10 points if known.
- 8 - 10 points if known.
- 9 - 10 points if yes.
- 10 - 10 points if yes.
- 11 - 15 points - I'd do it tomorrow; 10 points - I'd do it as soon, etc.; 5 points - I might, etc.; 0 - It's not for me, etc.
- 12 - 10 points - yes; 5 points - maybe; 0 points - no.

YOU HAVE A VOLUNTEER - WHAT DO YOU THINK?*

The clients, patients, consumers are who it's all about. Yet no one is more difficult to read in the matter of volunteer program impact. Partly this is because the client isn't too accustomed to being asked how she/he feels about volunteer work. The client may also fear reprisals. You should protect them fully in that matter. At the very least, offer anonymity as an individual, and don't share individual client responses with agency people.

We've been pleased with the candor and usefulness of clients' comments on the BFS-6E form. We say only this: when in doubt, ask. Thus for those who fear some clients might not have the competency to comment, there are many examples of clients giving excellent active feedback about what had heretofore been done to, for, and with them without their consent or even input. Only be sure they're not handicapped by verbal or reading problems, in which case the form can be read to them and/or translated, with their responses marked down by the interviewer.

As with line staff and volunteers, a good sample of clients every few months is what you need. Try to get people who are not particularly pro-volunteer or con.

Certain items are easily scoreable if the users wish to develop their own index. One possible index of "client receptivity to volunteers" hasn't been used or normed yet. It appears at the end of the form as a Rough Scoring Key.

*See preceding page for form

NICOV 4/75 - BFS-9E

SCORECARD - VOLUNTARY ACTION CENTER

This initial form was created to add to the NICOV Basic Feedback System by a group of about a dozen VAC directors at the University of Colorado Advanced Certification Seminar in February 1975. It is an attempt to provide VAC or Volunteer Bureau Directors with a rough comparative feedback on the extent to which they meet a sampling of generally accepted standards of VAC operation. We ask your cooperation in filling out the form as honestly as you can for yourself, and returning a copy to NICOV within two weeks of receipt. Group results (not individual results) will be shared nationally through NICOV and other publications. Please be sure to look at all questions.

Place two checks on each line if you're sure it's true for you ✓✓

Place one check on each line if you're uncertain or if it's only partly true. ✓

Leave the line blank if it's not true for your program

OFFICE ADMINISTRATION

Facility

1. We have at least 100 sq. ft. per person (✓✓), 75 sq. ft. per person (✓)
2. We have all the desks, typewriters, and office equipment we need.
3. We have at least two phone lines.

Finance

4. Expenditures to date are within 5% of the annual budget projection.
5. Financial records and books are kept according to standard accounting procedures
6. The books are audited annually, either internally or externally
7. At least two serious approaches to new funding sources were made within the last quarter

Reports

8. Both referred and internal volunteer statistics are compiled monthly with understandable exceptions.
9. A written monthly activity report is given to the Board/Advisory Committee
10. At least quarterly, reports are submitted to the funding source
11. There has been an analysis of the above reports, during the past quarter, for the purposes of future planning

BOARD/ADVISORY COMMITTEE

12. The make-up of the Board/Advisory Committee is broad-based, including representatives from at least three-quarter of the following groups: business community representative, labor minority, client (volunteers and agencies using VAC volunteers), government, elderly, youth
13. Eighty percent of the Board/Advisory Committee have been present at each Board/Advisory meeting during the last quarter
14. Board/Advisory Committee met either this month or last month to review progress and to aid in planning.
15. Board/Advisory Committee members joining the committee within the last six months have received an orientation to the agency
16. All Board/Advisory Committee members received in-service training either this month or last month
17. Each Board/Advisory Committee member participated actively on at least one task force or committee during the last year, with the exception of fully employed Board/Advisory Committee members.
18. No Board/Advisory Committee member resigned last month except for unavoidable reasons
19. Board/Advisory Committee members and staff have a clear understanding of their respective roles, functions, and responsibilities: written (✓✓), verbal (✓)

STAFF - PAID AND UNPAID (exclusive of Board/Advisory Committee)

20. Written job descriptions, at least two paragraphs, exist for all staff
21. Internal job descriptions are reviewed at least annually
22. Pre-service orientation has been given to all staff
23. A group in-service training has been done within the last quarter
24. The director has had at least one hour of conference time with each staff member reporting directly to him/her during the past quarter
25. Staff receive a performance analysis at least annually
26. Based on last quarter's plans, staff completed: a) over 80% of written tasks assigned (), b) some staff exceeded the goals set ()
27. At least ten-fifteen hours/month of staff time is spent in planning which looks ahead at least a half year.
28. Staff reads at least 150 pages of work-related publications and/or journals per year.

29. The Director has attended as a trainee at least one training workshop or conference in the preceding quarter (local, regional, or national)
30. The staff or Board/Advisory Committee conducted or helped plan at least one training workshop or conference in the preceding quarter
31. Paid staff receive a fair wage by local average in relation to the level of responsibilities
32. Paid staff receive fair fringe benefits according to local standards
33. No staff, paid or unpaid, has resigned within the last two months except for unavoidable reasons
34. A formal recognition of staff has been conducted during the past year
35. The Director has informally recognized individual staff members' contributions within the last quarter
36. There are presently two times as many volunteers as paid staff involved in the office's ongoing operation

PUBLIC RELATIONS

37. Staff (paid or unpaid) gave presentations about VAC services and/or volunteer opportunities at least three times during the past quarter
38. A major article concerning the VAC has appeared in a local newspaper at least four times this year
39. The VAC sponsors a regular column on volunteer opportunities in a local newspaper
40. New radio and/or TV spots were aired by local stations at least three times during the year
41. The VAC has published and widely distributed a brochure on its services during the past year

AGENCY RELATIONS

42. The VAC has contacted within the last year at least ten agencies not previously listed with the VAC in order to obtain new volunteer job descriptions
43. All agencies listed with the VAC were contacted at least once this year to up-date volunteer job descriptions
44. Within the last year, the VAC staff has been asked by at least four agencies to provide consultation on the development and/or administration of volunteer programs
45. The VAC has sponsored or initiated at least one training event for volunteer directors during the past year
46. During the past year, the VAC made a conscious effort with 50% of its agencies to ensure that volunteers received recognition and training
47. The VAC does not refer volunteers to an agency that does not have a designated person, paid or unpaid, responsible for its volunteer program
48. The VAC initiates discussions with any agency that consistently mishandles referrals or misuses referred volunteers

VOLUNTEERS (Recruited and placed, and other agencies)

49. The VAC has sponsored at least one community-wide promotion of volunteerism during the past year
50. All potential volunteers contacting the VAC were interviewed in person or by phone and referred to an agency within two weeks of the initial contact with understandable exceptions
51. All referrals were followed up with the agency and/or the volunteer within one month of the date of referral
52. At least 75% of the referrals within the last year resulted in placements
53. Within five minutes we can retrieve information on any volunteer placed through the VAC within the past year (name, address, phone number, agency where placed)
54. At least six groups were systematically contacted and referred to appropriate group projects during the year

Scoring yourself: Just count the checks.

Total Volunteer Program Score

YOUR COMMENTS ARE WELCOME.

Name _____ Date _____ Organization _____

VOLUNTARY ACTION CENTER BFS FORM*

Finally, a new form recently developed by a group of about a dozen very hardworking and capable VAC and volunteer directors. It's a good example of an evaluation form having as its primary source the people who *should* be the primary source, because they know most about the situation and standards concerned.

We really need returns from all VAC and Volunteer Bureau directors on this, and we will be happy to share results with you. We also appreciate suggestions for additional questions which might be useful on this form. For example, Margery Parker, Director of Houston's VAC, suggests these possibilities:

1. The VAC is on the mailing list of at least two national and four regional and local newsletters.
2. The VAC staff is aware of resources and consultants available to assist with problem solving and as sources of new information.
3. The VAC by-laws are reviewed annually.
4. The VAC has a written personnel policy that is reviewed annually.
5. The VAC has adequate protective insurance for:
 - ☐ Staff
 - ☐ VAC
 - ☐ Office equipment
 - ☐ Volunteers
6. The VAC recruitment includes a reasonable percent of minority or low-income volunteers.
7. Ninety percent of the time the VAC staff finds their work interesting and fun.
8. The VAC refers a reasonable percent of volunteers to minority agencies.

OTHER BFS FORMS

Other BFS forms are being brought about; for example, for funding sponsors and statewide directors of volunteer programs. It's relatively easy to construct your own, though it's time-consuming. We'd be glad to suggest how you might go about it; any competent tests-and-measurement person can do so.

*See preceding page for form.