A Time to Be Bold:

Take the Bull by the Horns

COURAGE CENTER

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Take the Bull by the Horns:

Steps:

- **Complete a Program Audit**

- **Complete Program Analysis (mini SWOT analysis)**

- **Create Volunteer Services Task Force**

Central Question:

What are the implications for Courage Center with Volunteer Services department reduced budget and the likelihood of future reductions?

- 3 (3 hour session summer 2009)

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Key Outcomes

1. **Key staff and volunteers working together:**

- Positive outcome in itself

- Critical to the success of the final results

2. **The results supported our commitment to be bold in determining a plan to better attract, engage and retain volunteers in this shifting environment**

3. **Plan:**

- Educate all levels of management about who skill-based volunteers are and how they bring increased value to Courage Center

- Increase acceptance of skill-based volunteers in leadership roles

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Restructure of Volunteer Services Dept.

Old Volunteer Services Structure:

- Align Department goals with Organizational goals

- Department goals—allocation of $ and staff resources to program needs and services

- Implementation of HR Volunteer Management Process

- Delegated targeted department goals to 2 leadership volunteer committees: <u>Volunteer Leadership Council and Connect With Courage</u>

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VOLUNTEER SERVICES DEPARTMENT MODEL

Organizational Goals

Human Resources Customers

Executives
Management Team
Supervisors
Leads
Direct Service

→ **Synergies** →

Orientation
Training
Leadership Development
Systems Management

← **Synergies** ←

Volunteer Services Customers

Strategic
Skill-based
Supervisors
Leads
Direct Service

Volunteer Services Department

Volunteer Management Process

1. Program Planning
2. Job (Position) Development and Design
3. Recruitment
4. Orientation
5. Screening and Interviewing
6. Placement
7. Staff Supervision ➔ Expectations, Training, Communication
   Feedback, Recordkeeping, Recognition

Connect with Courage Committee

CWC Community Outreach (External)

• Targeted Recruitment
• Community Partnerships
   - Senior Initiative (subcommittee)
   - ADA Conference (subcommittee)
   - Key Corporate Relationships
• CWC Ongoing Tours (subcommittee)

CWC Volunteers (HR/VS Process-Admin.)

• Department Restructure
• Program: Skill-based Volunteers (subcommittee)
• Partnerships (staff embedded in depts.)
   - Recruit/Retain/Recognize
   - Compliances
   - Education/Training
   - Leadership Development
   - Value-added

CWC Services (Internal)

Project Teams/Taskforces
• Ad Hoc Projects
   - EMPOWER (subcommittee)
   - Recognition (subcommittee)
   - Other Requests

Measure to: Organizational Goals ←➔ Departmental Goals ←➔ Committee and Project Goals

Organizational Goals

Volunteer Services Department Model

Community →

Staff ←

Program Volunteers ←

Volunteer Leadership Council (VLC) Grads →

Leadership Lab Grads ←

CWC Community Outreach (External)

- Targeted Recruitment
- Community Partnerships
  - Senior Initiative*
  - ADA Conference*
  - Key Corp. Relationships
- CWC Ongoing Tours*

CWC Services (Internal)
Project Teams/Taskforces
- Ad Hoc Projects
  - EMPOWER*
  - Recognition*
  - Other Requests

Volunteer Services Dept.

CWC Volunteers (HR/VS Process-Admin.)

- Department Restructure
- Program- Skill-based Volunteers*
- Partnerships (staff embedded in depts.)
  - Recruit/Retain/Recognize
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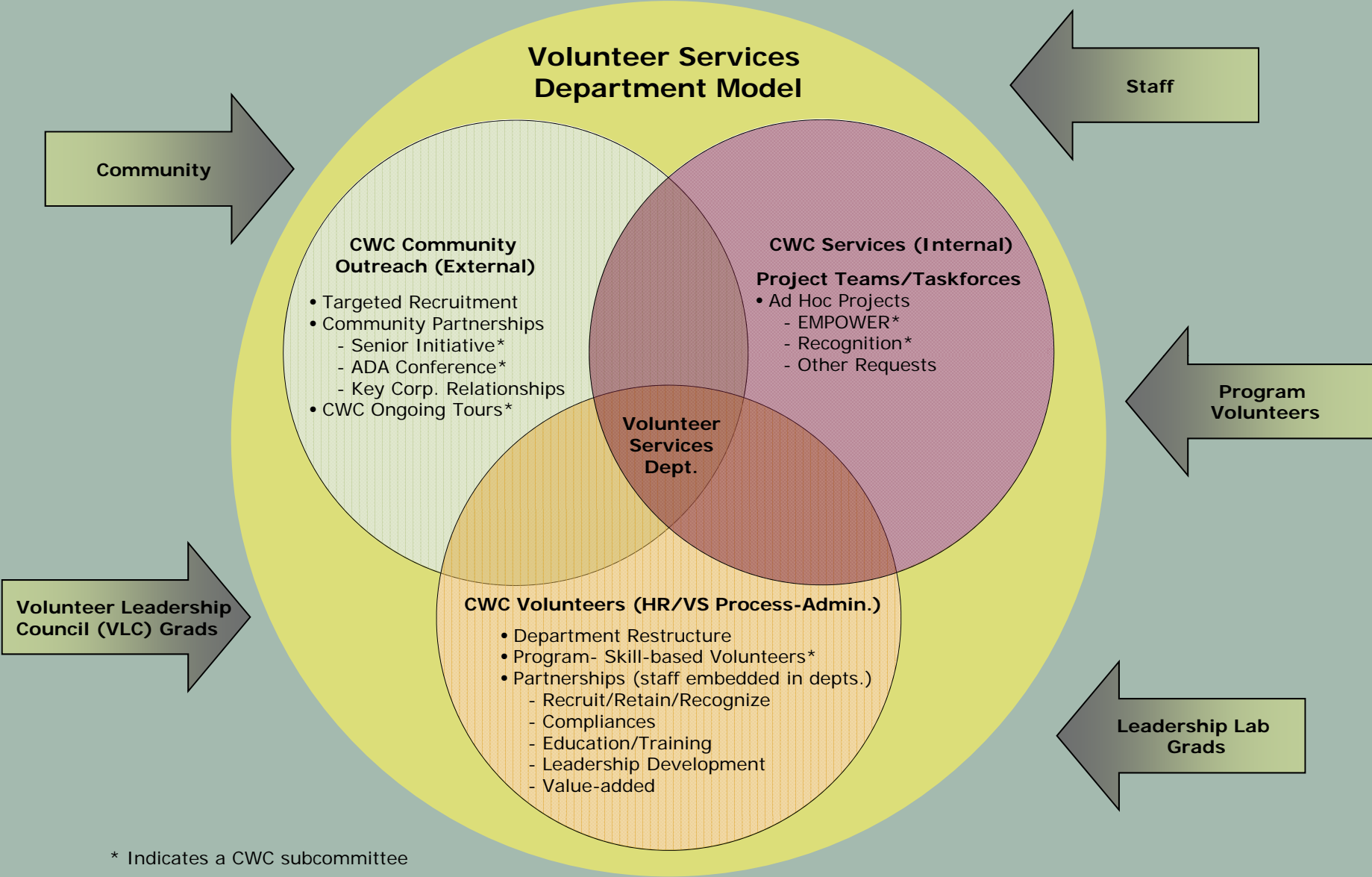 - Education/Training
  - Leadership Development
  - Value-added

* Indicates a CWC subcommittee

Measure to: Organizational Goals ←→ Departmental Goals ←→ Committee and Project Goals