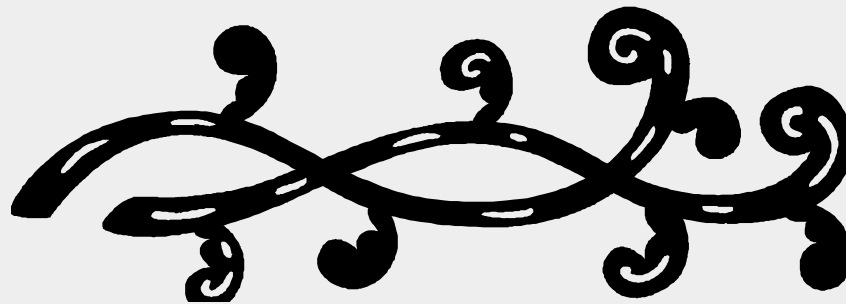


**Evaluation of
a Volunteer Management
Program:
A Running Case Study**



Case Study: The Volunteer Management Program



Core evaluation questions were:

- What are the ways in which having a stable, paid volunteer manager has had an impact on the functioning of these two community centres? Are they
 - recruiting more volunteers?
 - Retaining them longer?
 - Reducing risk?
 - Reducing staff stress?
- Has this position had an impact on the the surrounding communities?

How the volunteer management program filled in their annual report to their funder

What outputs has the program produced in the last 12 months?

- 179 volunteers worked at the two locations this past year, which is an increase of 9% over last year
- 35 new volunteers were recruited
- 15 community presentations were made

What short-term outcomes has the program achieved in the last 12 months?

- Reduced staff stress
- Improved quality of program delivery
- High levels of volunteer satisfaction
- Increased levels of resident engagement with the community

What changed, for who, how much, and in what timeframe?

- Outcomes were measured through interviews with staff and volunteers

Are intended outcomes being achieved? Why or why not?

- Yes. Although we faced challenges connected to staff retention and volunteer recruitment in the first year of this new program, the last two years have seen steady improvement in all key outcomes.

Findings from the Volunteer Management Program



Outcomes identified in the logic model and demonstrated in the data:

- Stress of other staff is down (according to staff interviews).
- Volunteers report that they feel confident and well-prepared for their role.
- The public profile of the centres has grown, because the volunteer manager is attending many public events.
- Volunteers know how much they are valued by the organizations.

Findings from the Volunteer Management Program



Challenges Faced & Lesson Learned

- Originally, the volunteer manager worked only three days per week. This was not enough time to fulfil the role as conceived, and so it was changed to 4 days per week.
- Dividing the time between two different community centres was difficult.
- It was difficult to recruit and retain someone skilled enough to do the job well. Three different people have held the position in two years.
- It is not clear whether the number of volunteers has increased. One of the first things the volunteer manager did was tighten up volunteer screening procedures, and this may account for the apparent drop in number of volunteers.

Findings from the Volunteer Management Program



Unexpected Outcomes

- Both staff members and volunteers look at their relationship with the organization through different eyes.
- Staff are much more aware of the status of their volunteer team, and more strategic in how they make use of it. Quality of programs has improved.
- There are far fewer unexpected crises or last minute solutions, and much more thorough management of risks and opportunities.

How Findings were linked to the funder's Strategic Priorities



The volunteer management program appears to have enhanced the ability of these two organizations to contribute to several of the key community priorities develop by the funder. In particular, the volunteer management program has improved the capacity of these organizations to nurture inclusive and thriving neighbourhoods.

How Findings were reported to a local funder



The volunteer management program has had an impact on the organization's capacity to serve the community. Outreach efforts have been strengthened, the profile of the centres has increased, and the quality of programs has improved. The community centres have a new channel through which to understand and respond to neighbourhood issues. Neighbourhood residents have new opportunities to contribute to their community.