

Staff Evaluation Plans. Prior to being hired, each candidate will undergo a background screening. After the first month, Healing Hearts will conduct a performance evaluation of each employee. Another evaluation will be conducted on each staff member after ninety days, and then after six months, and then after the first year of employment. After that, Healing Hearts will then evaluate each staff member's performance yearly. Performance evaluation offers transparent reporting and determines involvement of staff (Ema, 2012, p. 5). By making an effort to challenge employees in a positive atmosphere, the rewards can be very fulfilling for the employee, the supervisor, and the organization.

Employee performance evaluation plays a crucial role in providing superior service to the general public. There are ways to ensure that annual performance reviews are a positive process that contribute to a winning work environment and help employees stay engaged ("Motivating employees in the workplace," n.d.). The agency will ask employees to write a self-assessment describing their own impression of the work they have performed after the first thirty days, ninety days, six months, and then every year after that. Open-ended questions allow the employee to express themselves more effectively when completing the performance evaluations. Other methods of the evaluation are as follows:

- **Management by Objectives**--this is a personalized evaluation technique that measures the individual employee's achievement by comparing the employee to objectives agreed upon on the prior evaluation.
- **360 Feedback**--asks employees' managers, subordinates, and peers to provide feedback about performance from every angle. This allows management to pinpoint areas of strength and opportunities for growth.
- **Narrative Techniques**--essays describing employee performance (self-assessment) which can provide the most detailed and meaningful evaluations, focuses on individuals' strengths, challenges, obstacles, and opportunities.
- **Comparative Techniques**--allows management to compare individual employees head to head for specific goals and outcomes, making it possible to see if an individual employee is falling far behind or leaping ahead of their fellow peers.

- **Rating Scales**--allows management to rate the quality of an employee's performance or skills using ratings of one to five or one to ten. This does allow for more flexibility and can suggest opportunities for improvement over time.
- **Checklists**--helpful in that they allow management to quickly check off skills, achievements, accomplishments, and behaviors as they are accomplished.

A well-crafted evaluation process can also help both managers and employees to review job descriptions with an eye to make appropriate changes, set goals, and address unnecessary roadblocks and challenges that sabotage high performance (Lumen Learning, n.d.). If employee performance evaluations focus on job outcomes, employees may feel helpless regarding their work and their performance ("How to evaluate individual performance | management innovation exchange," n.d.). The organization will be involved in the growth of the organization as well as the growth of the employees. Staying involved in professional development is key to providing excellence in care (Matheny, 2005). Performance evaluations will allow the agency to learn about and identify the quality of performance of staff and how to improve processes, coach employees, and provide training for improvement and growth. These evaluations will benefit the agency by aiding in decision-making and increasing the organization's accountability, internally as well as externally.

Volunteer Evaluation plans. Volunteer evaluation is an ongoing process of gathering data beneficial to managing the success of an organization. Volunteers play an important role in an organization, through their efforts, they can better the life of individuals with whom they interact, learn valuable skills for the workplace, find joy, and save the non-profit money that can be used in other areas of need. There are many instances where organizations view volunteering as free labor, and lack of planning leads to failure (Rehnberg et al. 2005). Volunteer engagement requires investment of time, staffing and infrastructure (Rehnberg et al. 2005).

At Healing Hearts, we do not hesitate to evaluate volunteers (Toft, 2019). Like other nonprofit leaders, you might fear alienating — or even losing — people who give freely of their time and talent, but our organization considers other points of view:

- Volunteers deserve supervision and evaluation precisely because they are not on your payroll.
- Many volunteers come to the Healing Hearts organization because they want to develop specific job skills.
- And most importantly volunteer performance affects your organization's outcomes and reputation.

To ensure the success of volunteers in the Healing Hearts organization, there will be an implementation of an evaluation plan. The evaluation plan aids in analyzing the progress of volunteers within the Healing Hearts. Once volunteers are hired, they will go through background check and assessment, to ensure they meet requirements for the PTSD population with whom they will be working. When volunteers are hired at Healing Hearts agency, they will be evaluated three times throughout the first year, within intervals of three, six, and twelve months. After a year, employment evaluations will be done annually. Volunteers should be paired with supervisors to promote mentorship (U. S. Department of Health and Human services, 2005). At Healing Hearts, the supervisors will be responsible for the volunteer's evaluation, which involves weekly supervision to assess their progress and address their concerns. Another means by which volunteers will be evaluated, is through survey feedback from clients. There will be quarterly training for volunteers along with staff. Volunteers will be allowed to take part in staff meetings, wherein they could feel a connection to the organization and interact with other staff members, having a voice within the organization. Training will increase output, through the gaining of new knowledge and skills to perform tasks adequately (Ganesh and Indradevi, 2015).

The volunteer evaluation plan promotes accountability, aids in assessing whether the services being provided to the public are effective and supports the goals and mission of the Healing Hearts organization. Crucial information would be gathered about strengths and weaknesses, whereby strategies could be implemented to address those issues. Evaluating a nonprofit volunteer program starts by understanding who the supporters are, what empowers them to give and how the organization will be enhancing lives (Burger, 2018).

This involves Healing Hearts being able to own the outcomes identified, measuring results and using the results in decision-making and program improvement strategies. Volunteers

and staff at Healing Hearts should be provided with the tools necessary to be successful in their roles, which would benefit the organization as a whole.

Healing Hearts volunteer program will develop an evaluation plan in order to evaluate program operations as well as services provided to volunteers, clients, and the community (Corporation for National and Community Service, (2014). Evaluation plans should outline the following ten steps: Define your purpose, Identify what you will do with the information collected, Define your audience, Identify the type of information to be collected, Decide how you will collect the information, Develop a timeline, Allocate resources, Collect the information, Analyze results, and Communicate results to constituents (Corporation for National and Community Service, (2014). Start with goals for the program, gain feedback from stakeholders, translate feedback and data into an action plan (Burger, 2018).