

Program Proposal & Needs Assessment for The Caring Place

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## **Abstract**

This program proposal aims to expand the current volunteer program at the Caring Place (CP) through the recruitment, retention, and training of new and current volunteers. The expansion of the volunteer program would be accompanied by an increase in community outreach to create awareness of CP and their services. Volunteer satisfaction and understanding their motivation is another component of this proposal that would contribute to the retention of volunteers, to achieve an improved program. Overall, the expansion of CP's volunteer program through this program proposal would enhance their ability to fulfil their mission, which is to lovingly meet the basic spiritual, physical and social needs of people in Bradley County, Tennessee.

## **Background of the Problem (A1)**

The Caring place reaches out to over 1,000 families and individuals each month. They operate in Bradley County in Cleveland Tennessee. At the moment they have 136 volunteers but they require 150 in order to run smoothly. The majority of volunteers they have are over the age of 55. They do not have an adequate amount of volunteers to properly address their client's needs as well as a younger generation of volunteers to continue service when the current group has aged out. We will be addressing the problem of volunteer retention and training within the non-profit agency The Caring Place in Cleveland.

The social problem that The Caring Place is addressing is poverty in Bradley County. The Caring Place provides clothing, food as well as a class called "Getting Ahead" that focuses on teaching clients how to manage and save their money wisely while providing them with

financial assistance. They distribute resources to over 1,000 individuals and families in need each month, while also providing food for children in poverty in the school system to be distributed to them on Friday so they will not go hungry over the weekend. The key area we will be focusing on is the lack of volunteers that are needed for The CP to provide services for their clients.

Our target population is the volunteers within The Caring Place, as well as potential volunteers in Bradley County. We will be targeting this group and acquiring research as to the potential barriers and opportunities to recruiting the required volunteers to serve at The CP. Our population is a group.

Our target population is those individuals who are able to volunteer at or already volunteering The CP and how we will retain these volunteers. Those individuals in Bradley County who would be able to have time to volunteer for at least 2-5 hours weekly.

There are currently no service program in our community that exist to train, equip and maintain volunteers specifically. One service similar would be Lee University in which requires their students to acquire students to take a course about service and obtain volunteer hours. The need that we are focusing on is the need for more volunteers at the agency in order for The CP to function properly and serve Bradley County. Currently there are not enough consistent volunteers to help the Caring Place, so we will be focusing on finding and retaining volunteers for the agency.

The target organization for this volunteer recruitment program, The CP, is located in Bradley County, Tennessee. The population of this county, located in southeastern Tennessee, is a little over 100,000 (Census Bureau, 2017). The median household income for the county is

approximately \$43,721, which is lower than the median incomes of both the state of Tennessee and the United States as a whole (Census Bureau, 2017; Data USA n.d.). The poverty rate within the county has been estimated to be as high as 18.2%, which is 4.2% higher than what is estimated to be the national average (Data USA, n.d.).

This illustrates the fact that poverty is a real issue in Bradley County, Tennessee, and that there is a definite need for services such as those provided at The Caring Place. The Cp itself is a small, nonprofit, ecumenical, faith-based organization. It was started back in the year 2000 and has grown significantly since then (The Caring Place, 2018). It includes the support of around 53 local religious organizations, which spans 12 different Christian denominations (The Caring Place, 2018). The CP primarily provides food, clothing and social services to those living under the poverty level (The Caring Place, 2018). They also have programs designed to help liberate individuals from poverty and move them toward greater stability. In 2017 alone, the organization distributed 148 tons of food to somewhere in the vicinity of 3,000 families. In addition to this, they were able to give out another 31 tons of clothing to around 2,500 families. During the year 2017, the organization's social work department made over 700 case management contacts and passed out over 300 referrals.

Being a nonprofit organization with limited funding and limited paid positions, volunteers are critical to efficient and successful operation. The CP requires at least the 30 volunteers per day to operate (The Caring Place, 2018). Currently, the organization has 130 volunteers but requires 150 or more for optimal performance. In addition to this, some of the tasks that volunteers undertake require extensive training and a regular commitment. This is especially true for registrars, who must receive training in the organization's policies and

procedures, training on how to perform intakes and how to use the organization's computer system.

Currently, The CP recruits volunteers through word of mouth, its website, its affiliations with local religious organizations and its affiliations with local universities. Currently, it requires new volunteers to go through an orientation within the first three months of their time working as volunteers (The Caring Place, 2018). Efforts are being made to standardize volunteer training and retention. However, a research-based framework that incorporates recruitment, training and retention would be beneficial.

There are, of course, programs and strategies out there already to facilitate some of the goals of this proposed program. For example, Osterlund (2013) notes five strategies for the recruitment of volunteers. A website called Volunteer Hub has an article discussing best practices for achieving successful volunteer training (Volunteer Hub, 2018). The American Hospital Association has produced a comprehensive retention and recruitment guidebook outlining best practices for the accomplishment of this goal (AHA, 2003). Lastly, even the Department of Health and Human Services has produced a guidebook for the training and recruitment of volunteers (Department of Health and Human Services, 2005).

### **Uniqueness of The Program**

What distinguishes this proposed program from what is currently being done is the fact that evidence-based practices will be utilized to create a comprehensive framework that will include evidence-based strategies for recruitment, training and retention. The three factors of recruitment, training and retention will be linked together in a single unit, making them part of a system where all the pieces blend in together rather than independent issues.

This project is unique because it targets a specific issue being experienced by an organization that provides other services and programs to the community. It is not a program that necessarily deals directly with clients or the community, but instead interacts with volunteers and potential volunteers. Above all, however, this project is unique because it will blend recruitment, training and retention together in a single comprehensive program. This can be done because recruitment, training and retention all have the same ultimate goal, which is to create a stable base of volunteers. Therefore, they are all pieces to the same puzzle and should work together in unison.

### **Literature Review and Evidence-Based Practices (A2)**

Volunteerism is on the decline within the United States. Individuals are more likely to volunteer for nonprofits when they are educated, employed, in stable marital relationships and Caucasian (Department of Labor, 2016). Other potential volunteers are deterred from the lack of personal resources and protection. A recent study by Lim, and Laurence (2015) tracked volunteer behavior during the economic recession in 2008. Their study determined that volunteer decline was more apparent in socially and economically disadvantaged communities with higher level of unemployment during the recession (Lim, & Laurence, 2015). A similar relationship was determined in a study done on retired adults volunteer behaviors. This study showed that impoverished retirees are volunteering less than retirees that are financially stable (Choa, Kimb, Parka, & Janga, 2018).

Volunteers are also not covered under any federal anti-discrimination statutes (Rosenthal, 2016). This adds greater risk as well as ethical concerns. Volunteer rights as well as definitive roles require attention and advocacy. Within the concept of understanding roles, volunteers often

volunteer to compensate for lack of other roles that create meaning for them. This has significant impact for retired individuals as well as disabled and unemployed individuals (van Ingen & Wilson, 2017). Concerns arise from this evidence as to how this compensation impacts roles, motivation and volunteer management within organizations.

Altruistic motivations for the mission of an organization are vital to both the beginning phases and sustainability of volunteers. Altruism as well egoistic motivations both play a role in developing a volunteer role identity within organizations (Schusterschitz, Flatscher, Leiter & Geser, 2014). These aspects that sustain are lacking in many organizations. This implies that creating volunteer recruitment methods that incorporate these aspects are necessary as well as in retainment.

Community misconceptions shape the type of volunteers that participate in organizations. A cross-national survey of 41 countries showed that women are significantly less likely to volunteer in a traditionally male organization in countries with moderate gender equality. While This disparity is not apparent in countries with more gender equality (Wemlinger & Berlan, 2016). Individuals with disabilities face similar misconceptions. Those who are willing and able to volunteer, are unable to find volunteer positions due to the lack of awareness about their capabilities and strengths (Lindsay, McPherson & Maxwell, 2017). According to research volunteers from generation Y (those born in the 1980's-1990's) are more likely to volunteer in positions that utilize their skills and background (Achieve, Johnson, Grossnickle & Associates, 2018). Yet, how often are organizations able to cater to these desires and create opportunities that are relevant for these individuals? Role definition is a challenging trend in the research for nonprofits and organizations.

Within the volunteer population there are often struggles with involvement and retainment. Technology and social media create collaborative avenues. Utilizing these avenues raises much needed awareness in the community and volunteer cohesion. (Livermore & Verbovaya, 2016). Yet a large population of volunteers are retired and made up of older populations who are less capable in areas of social media.

With a large population of volunteers being older adults there are concerns about the lengths organizations go to protect and retain volunteers as well as advocate for policies that impact them. Benefits and satisfaction in volunteering for programs is determined on the micro and macro level. Role clarification, incentives like reimbursement for gas and meals all contribute to promoting volunteer identity and value recognition. All of these things cannot be implemented without policy expansion for program development and administrations (Song-Iee Hong & Morrow-Howell, 2013). An example of needed policy expansion is in the realm of businesses. In 2017 only 22% of businesses offered paid time off for volunteering. Although this number has risen since 2013 it is still relatively low when considering the intrinsic and community awareness and connectedness volunteering provides. (SHRM, 2018)

Within our research in addressing volunteerism social issues is the relevance of faith based organizations specifically and the interaction between religion and volunteering, specifically in the evangelical christian context. The CP is a non-denominational christian non-profit. Therefore, understanding the issues that can arise between practice and faith integration among volunteers is a vital area of concern. Across the board ranging from less than a highschool diploma to those who hold a bachelor's degree religious the most prominent



organizational “type” of volunteer. Educational and youth organizations running in a close second (College Board, 2018).

Religion and faith beliefs are often a driving factor in motivating individuals to volunteerism.

Yet there are also areas that religiosity and worldviews can negatively construe volunteer interaction with communities through consumption behaviors such as materialism and social status motivations. Studies show that consumers who are high in religiosity are more likely to volunteer. Conversely it is shown that individuals high in internal religiosity had more pro-environmental and sustainable behaviors (Minton, Kahle, Juan, & Tambyah, 2016).

Implications of how values motivate community involvement and volunteerism require more research. This research addresses ethical questions about understanding volunteer motivations and community interaction.

Related to this are concerns that also exist with international volunteerism and its relation to faith development. Volunteer experiences specifically in emerging adulthood can drastically impact worldviews as well as aspirations and future goals. Issues arise when individuals are not able to create an identity when they return “back home” in terms of religious identity (Hopkins, Olson, Baillie Smith, & Laurie, 2015). National culture as it relates to religious participation also plays a role within volunteer motivation. Cultures that value individualism, survival and self expression, and power distance were more likely to volunteer (Luria, Cnaan & Boehm, 2017). Because those who attend religious services are more likely to volunteer this creates implications for places of worship facilitating and creating opportunities for volunteering.

## **Recruitment**

Similar to nonprofits, the voluntary sport organizations studied in Osterlund's (2013) research are non for profits that depend on volunteer labor to operate. 5,203 voluntary sports participants were collected in order to evaluate management characteristics that can facilitate volunteer recruitment. Research used a multivariate analysis to determine that there is a relationship between management style and volunteer recruitment. The research suggested that sport organizations should: involve members in major decisions, delegate decision-making and tasks across multiple committees and volunteers, recognize volunteers by granting them perks and material incentives, formulate a specific strategy that describes how to recruit volunteers while employing electronic modes of communicating (Østerlund, 2013).

A study conducted by Yamashita, Keene, Lu, and Carr (2017) examined the underlying motivations of volunteering across age groups to better understand motivations for volunteering. Data was collected from 1,046 adult participants who volunteered from 54 various volunteer coordinators. Surveys were distributed and a regression analysis was done. The study first organized volunteers into age groups, young, middle, and older adults. First, volunteers under the age of 25 were removed from the sample to discount college based individuals from being included in study. Ages 25-49 were considered young, 50-64 were middle, and 65 and older were defined as older adults. There were three underlying motivations for individuals' volunteer engagement across all age groups: community service, career advancement, and well-being. Additionally, the social networking motive was found for the young and middle adulthood groups while generativity was unique for the later adulthood group. However, career advancement among the younger adulthood group was negatively associated with volunteerism.

The study suggested that if volunteerism was associated different groupings of careers it would be more successful (Yamashita, Keene, Lu, & Carr, 2017).

## **Training**

Training is an important aspect of volunteer existence within an organization. Volunteers represent the organization they participate in and require certain competencies and skills in order to engage appropriately as well as ethically. A relevant study conducted by Schuhmann, Kuis and Goossensen (2018) identified positive perceptions of volunteers who interacted with inmates in a prison in the Netherlands. Volunteers participated throughout 6 different detention centers and inmates from these centers were evaluated through semi-structured interviews with 21 different inmates. Results found that positive reports consisted of being able to have a confidential conversation with the volunteer, drawing hope and self respect, and having a more positive outlook on future events. Not only this, but volunteers were also reported to be role models for the inmates. There were also negative reports by inmates that consisted of lack of chemistry between the volunteer and inmate as well as the imposition of the volunteers worldview or faith (Schuhmann, Kuis & Goossensen, 2018). These negative results identify the ethical dilemmas that can occur without proper volunteer training and competency.

A study done by Christopher, Einolf, Cheryl and Yung (2018) looked at a specific group named “super-volunteers” who were characterized as volunteers who volunteered 10 or more hours weekly. Interviews were conducted with 25 of these volunteers as well as 9 volunteer managers. This specific group of volunteers showed to be high in personal motivation and deeply involved in researching and being aligned with the organization’s mission. Some of the results from this study showed that the disadvantages of super-volunteers had to do with them requiring

more one-on-one attention, management and time (Christopher, Einolf, Cheryl & Yung, 2018). These results suggest that additional training is necessary for the volunteer process within organizations.

Vizeshfar, Momennasab, Yektatalab and Iman, (2018) coordinated a qualitative study involving 14 participants from two different comprehensive Iranian healthcare centers. The study used semi-structured interviews, 2 observations, and 3 diaries while also utilizing analyzation through context analysis. Three issues surfaced regularly: role confusion, inefficiency of volunteer training, efficiency of attraction and maintaining of volunteers, and being unknown to other individuals in the organization. Results display the need for better understanding of volunteer needs during the planning process as well as support from managers (Vizeshfar, Momennasab, Yektatalab & Iman, 2018). The results from this study depict the struggle of many organizations in accuracy of training that promotes efficiency of services provided.

Manetti, Bellucci, Como, and Bagnoli (2015) conducted a study investigating investments for nonprofit organizations in the realms of volunteer recruitment, training, and management. The research looked at applying Social Return on Investment (SROI) method to identify social returns in monetary terms. The study's methodology consisted of presenting a case study. The case study was done on an organization that works with children who are victims of serious illness and intervenes through recreational therapy. They evaluated this case through SROI. Twentyfive volunteers were interviewed as well representing diverse age groups using a questionnaire. The results showed that overall SROI proved to be a valuable evaluation tool. Points of weakness lay in quantifying social returns of volunteer investments that the nonprofit made. Calculating monetary value was also a challenge for nonprofits in terms of accurate

measurements. Overall the SROI methodology did prove to be a constructive operating mechanism for nonprofits in terms of training, recruitment and management. (Manetti, Bellucci, Como & Bagnoli 2015)

## **Retention**

Volunteer retention is a common aim for nonprofits and workforces that utilize volunteers. Research conducted by Alfes and Bailey (2016) examined two common themes among volunteer retention: task oriented and emotional-oriented motivation for volunteer retention. The participants surveyed were individuals volunteering for a large UK wildlife charity. The survey was distributed to 7,008 individuals who were recorded on a single organization's volunteer list. The study was able to identify both emotional-oriented motivation factors and task oriented factors as being associated with motivating volunteer engagement. Three outcomes had a relationship with engagement. These were identified as perceived social worth, happiness, and intent to stay. The article suggests that the volunteer's perceptions of being generally appreciated was a better indicator of retaining them when compared to more specific task-focused support. Volunteers were not motivated by nonprofit's core mission or their commitment to the community but instead, were retained via their satisfaction the nonprofit. (Alfes & Bailey, 2016).

A study by Newton, Becker, Karen and Bell, 2014 had similar results. This study examines relationships between volunteer participation, volunteer perceptions of learning and development opportunities (LDOs), and volunteer motivation. The sample consisted of 628 volunteers' survey responses from five nonprofit organizations. Nonprofits "conducted activities in youth, disability, animal welfare, and community service sectors." The study hypothesized that

volunteers would be more engaged with agency when there were a plethora of learning opportunities. Results showed that there was a significant positive effect for LDOs, volunteers' intentions to stay and organizational commitment. However results also suggested that when volunteers were given learning opportunities they were more likely to stay. Volunteer motivations (reason for volunteering) had meaningful impact on data. When volunteers did so to "build their self-esteem" (enhancement motive) they were more likely to be retained with higher organizational commitment. While if volunteers did so in order to advance career or build skills, they were more likely to leave even when LDOs were perceived (Newton, Cameron, Becker, Karen & Bell, 2014).

A study by Nencini, Romaioli, & Meneghini study (2016) gathered sample participants from four nonprofits. Two hundred and forty seven volunteers completed a self-report questionnaire in order to examine volunteer motivations, degree of satisfaction, and perception of organizational climate. Additional data was collected on the details of the type of volunteer activities they participated in. This data was analyzed utilizing multi-regression analyses. Multiple findings were observed. First that volunteer satisfaction was positively correlated to intrinsic motivation and negatively correlated to externally regulated motivation. Suggesting that interpersonal results, regardless of tangible benefits supported retention volunteer behavior. Also, volunteer satisfaction is promoted by positive relationships with other volunteers and with the board, as well as by high levels of intrinsic and autonomous motivation. Results also showed that the organizational climate mediates the relationship between autonomous motivation and satisfaction, as well as that between external motivation and intentions to leave an organization. Relationship with other members of the nonprofit organization and their motivation also are an

important factor in maintaining volunteer satisfaction or even creating a desire to leave their volunteer placement (Nencini, Romaioli & Meneghini, 2016).

A study by Hyde, Dunn, Bax, and Chambers (2015) tested an integrated theoretical approach to volunteer retention. Study utilized 356 volunteers from nonprofit organizations as a sample size. This sample was organized based on duration of volunteerism behavior. This order was arranged in three phases of episodic volunteering were formed: novice, transition, and sustained. These three phases of volunteering produced specific patterns of retention. Novice volunteerism based their decisions to continue volunteering after their first experience and these were related to their motives, social norms, and satisfaction. This group's motives centered around social pressures from family and friends as compared to personal intrinsic values towards nonprofit's mission. Satisfaction and social norms were also predicting factors in volunteer retention along with organizational commitment. However, contrary to expectations a psychological sense of community did not. Results suggested that even consistent volunteers were not motivated by nonprofit's core mission or their commitment to the community but instead, were retained via their satisfaction the nonprofit (Hyde, Dunn, Bax & Chambers, 2015).

We will utilize the findings of the research articles to formulate our plan for volunteer recruitment, training, and retention, according to best practices and evidence based practices. For example, some of the studies noted that volunteers were more motivated to volunteer if they felt valuable and appreciated as well as if they had more learning opportunities. We can use this information in our organizational plan to increase volunteer retention based on research.

### **Problem Statement**

From the literature reviewed, we know volunteers' motivations for volunteering and

their motivations for remaining a volunteer. We also know effective volunteer recruitment strategies. However, there are a lot of perceived gaps in the best practices for training volunteers. This is an area of our project that is important to explore further, because it will determine the effectiveness and strength of the CP's volunteer program.

### **Needs Assessment Research Plan (A3)**

Data to ascertain the current recruitment, training and retention needs for volunteers at the CP will be gathered through a number of vectors. First and foremost, structured interviews will be conducted with the CP's department heads, the volunteer coordinator and the Executive Director. These structured interviews will include the following questions: (1) How many new volunteers does the CP require in order to operate at peak efficiency? (2) How many volunteers does the CP currently have and in what departments? (3) Where and when are the greatest felt needs for new volunteers? (4) What are the current recruitment practices of this organization and are they effective? Why or Why not? (5) What type of training and orientation currently exists for new volunteers and is it effective? Why or Why not? (6) What retention efforts does this organization make and are they effective? Why or Why not? (7) What barriers does this organization face that impede the recruitment training and retention of new volunteers? At the end of the interview, the interviewee will be given a chance to give his or her opinions, knowledge and insight regarding the issues in question.

Surveys will also be administered to individuals who already volunteer at the agency on a regular basis. This survey will contain 15 questions. The first 5 will address organizations volunteer recruitment needs, the next 5 will address the organizations volunteer training needs and the last five will address the organization's volunteer retention needs. Each of the 15



questions will be on a 1 to 5 summative scale with 1 being not needed at all and 5 being very needed.

This will be in addition to a focus group containing 6 to 12 volunteers, which will provide a means for volunteers to voice their opinions and share their knowledge regarding current recruitment, training and retention practices. This will be accomplished by the utilization of three questions that will guide the discussion. (1) Are more volunteers needed and if so what's wrong with what's being done? (2) Is more or better training needed and if so what are the issues with the training being used now? (3) What motivates you most to volunteer?

It is believed that this mixture of qualitative and quantitative data collection will produce the best results for this organization and the issue that it faces. Any and all applicable and available organizational records, local demographics and prior applicable research may also be utilized.

### **Need For The Program**

At The CP there are several gaps in services when looking at their volunteer recruitment, training and retention practices. The current practices at CP for recruitment of volunteers is minimal.

### **Recruitment**

The volunteer coordinator at CP is Nolette and she is responsible for training, general communication, new applicants as well as recruiting new volunteers. On the CP website there is an option to volunteer and fill out an application to volunteer as well as instructions. There also exists a CP facebook page that frequently posts any needs for volunteers. Other methods of recruitment are done by volunteers by word of mouth as well as making announcements for

needs within their spiritual communities. Another avenue of recruitment is the program director Corinne Freeman speaking at Lee University about CP and opportunities to volunteers. This happens at least twice a year.

A gap currently exists in the area of recruitment in terms of active events and awareness of needs for volunteers. There currently exists no advertisement of CP's lack of volunteers as well as active recruitment strategies on behalf of the CP. The new volunteer program will implement practices for recruitment within the community as well as local universities. It will include the re-evaluation of the volunteer coordinator's responsibility and opportunities for outreach and spreading awareness in the community. Media will be created for sharing via social media as well as in spiritual communities. Our program will seek to strategically fill the gaps existing in the recruitment process at CP.

## **Training**

The current practices that involve training at CP are minimal. Training happens per area that the volunteer is placed, whether food, clothing or in the registrar position. The general training that exists is a statement of CP's mission statement as well as a tour of CP with description of each department and function. If a volunteer is placed in food services, they will be trained by that manager during their first day in that department. This is the same for the food department. For registrars the training involves more learning. Registrars are trained with another registrar and first sit in on a few sessions to become familiar with the software of Charity Check.

There currently lacks any official training as to crisis response, ethical issues and policy standards. Volunteers bring specific issues with clients are brought to the head of that department (food, clothing, registrar). There are no specific protocols in place for dealing with ethical, policy

or crisis response issues besides taking the issue to the appropriate staff member and if not client related, eventually to Nolette the volunteer coordinator.

The new volunteer program will provide training on crisis response in relation to dealing with different client issues in order for volunteers to be competent and equipped to deal with issues as a last resource. Training will also be provided as to the ethical frameworks as well as confidentiality when working with clients and other volunteers. Volunteers will also be trained in protocols for dealing with issues with clients or staff and volunteers. Volunteers will be required to be familiar with some of CP's core policies as well.

### **Retention**

Each department (clothing, food and registrars) has a manager that is in charge of creating a schedule and also sending updates of needs for volunteers for specific events or large deliveries. The managers also create the schedule with volunteers and stay in communication about service time and hours. Volunteers are always treated by staff with graciousness and kindness. Because many of CP's volunteers have been serving for two years or more they build strong relationships with one another and the staff.

At the CP there exists no active retention efforts of volunteers that go beyond what is described above. Communication is encouraged and initiated often if a volunteer is unable to return for some reason. No efforts exist at the moment to create resources, rewards or reimbursements for volunteers. The new volunteer program will implement best-practices to actively retain volunteers by implementing rewards, reimbursements for gas etc as well as creating resources for them to use and grow their knowledge in working with clients. Opportunities will

also exist for volunteers to become acquainted in all departments of CP and avenues for them to transition if desired will also be put into place through our program.

### **Statement of Purpose**

The purpose of this needs assessment is to understand the recruitment, training and retention needs of current and potential volunteers at The Caring Place in Cleveland, TN. The needs assessment will look at what methods of recruitment, retention and training are most effective while also gathering data on quality and retention rates of volunteers.

### **Research Question/s**

What are the recruitment, training and retention needs of volunteer at the Caring Place in Cleveland, TN? We hope that our results give us the information that we need to improve the recruitment, training, and retention methods of volunteers at the CP. We are expectant that the results give us insight into what is needed by the volunteers in order to improve the overall functioning of the volunteer program at the CP.

### **Research Hypothesis/es**

Alternate Hypothesis (Hi): With evidence based recruitment, training and retention the caring place of Cleveland TN will have a consistent volunteer pool.

Null Hypothesis (Hii): : Even with the implementation of evidence based recruitment, training and retention the caring place pool of volunteers will not be effective.

### **Research Variables**

The qualitative concepts that will be studied include volunteer recruitment methods, volunteer training, and volunteer retention. Within the concept of volunteer training, there are the additional concepts of methods and effectiveness of the trainings. The concept of volunteer

retention also holds the concepts of volunteer satisfaction and motivation that will be studied and discussed. Through the study of these concepts, we desire to learn what the best practices are for each, in order to maximize the effectiveness of our proposed program. The quantitative variables that will be controlled for include age, gender, race, and employment status. The quantitative variables that will be studied include volunteer recruitment and retention rates at CP.

### **Methodology**

A mixed methods study will be used as the methodology for this program. This study was designed to gather in-depth information. To do this we determined to conduct structured interviews of the Caring Place staff and have a focus group allowing volunteers to share their varied views. In addition, we added a survey to assess a wide range of the CP's volunteer population.

### **Population and Sampling (A4)**

The population from which the sample will be chosen to survey will be those volunteers that currently provide their services at the CP. The criteria for those who will participate in the study will be those who have been volunteering for at least six months or more. Before they participate in the interview and survey they will state the amount of time they have been serving at CP as well as the main department in which they serve. Participants will be asked to participate in a survey and the incentives will be that the data gained will be that it will benefit their experience as volunteers and for future volunteers. They will also receive 10 dollar visa gift card for compensation for their time and gas expenses.

The processes of recruiting for sampling will look like asking the volunteers to participate in surveys based on when they are scheduled to volunteer. The surveys will be conducted and data

will be gathered over a months time so that all volunteers who meet the criteria will be able to participate. Volunteers will be pulled aside with a staff to cover for the few minutes that it will take for the survey and questions to be completed. They will be compensated and thanked afterwards and return to their normal positions.

To conduct this study, which entails gathering information from employees and volunteers of the CP, approval and permission from the interim Executive Director Corrine Freeman will need to be obtained in advance. Permission will be given either in person and verbally or in writing from the interim Executive Director once she has had the opportunity to review all relevant documents.

### **Data Collection and Analysis Plan**

The study is a mixed-methods study, therefore, the data collection methods will occur in a variety of ways. The first data collection method includes structured interviews with each employee at the CP. Interviews will be procured by speaking with each employee at a pre-scheduled time during one of their shifts. Each interview will be private between one employee and one researcher. The researcher will take notes of each question during the interviews, however, these notes will not include the names or other identifying information about the employee.

The second data collection methods includes a survey questionnaire that will be administered to each of the volunteers at the CP. The questionnaires will be administered at a pre-scheduled All-Volunteer meeting. Identifying information will not be recorded as a part of the questionnaires.

The third, and final, data collection method is a focus group made up of 6-12 willing

volunteers gathered from a random sample method. The focus group will be held at a pre-scheduled time in a room at the CP and will include the 6-12 volunteers as well as one researcher. The focus group will be audio recorded, with the consent of the participants, but identifying information will not be discussed.

## **Surveys**

The NVIVO data analysis software version 10 will be utilized to analyze how the variables of recruitment, training, and retention related to the consistency of volunteers at the Caring Place of Cleveland TN. It will also be determined how satisfied volunteers are with the recruitment, training, and retention at the Caring Place. Surveys will be collected and imported into NVIVO software. NVIVO will apply Chi-Square analysis to results. The software will be set to identify trends within the study or find groups that had a significant different relationship between variables. Descriptive statistics such as the mode, median and mean will be calculated. Also, the degree of variation will be determined with the NVIVO software.

## **Interviews**

Interviews we will record sessions with a WiFi 4K 16X ZOOM Digital Video Camera Camcorder+Microphone+Wide Angle Lens device. After sessions are recorded researchers will transcribe sessions. Participant responses will be categorized based on trends from the current study. Researchers will be required to read transcripts and watch individual recordings. Once the material has been reviewed categories will develop based on participants response. In addition, researchers will impute transcribes into NVIVO software to search for any additional or overlooked trends. At this stage, the researcher can review results and manual organize responses into categories.

## **Focus groups**

Focus Groups will be recorded with a WiFi 4K 16X ZOOM Digital Video Camera Camcorder+Microphone+Wide Angle Lens device. The device will be set on the viewing side of a two-way mirror. During the study a researcher will guide focus group. However additional researchers will be viewing from the viewing side of the two-way mirror. Once individual focus groups are completed, sessions will be transcribed by researchers. Researchers will be required to read transcripts and watch recordings. Once the material has been reviewed categories will develop based on participants response. In addition, researchers will impute transcribes into NVIVO software to check for any additional or overlooked trends. At this stage, researcher can review results and manual organize responses into categories.

## **Ethical Considerations**

While the topic of this research is not necessarily controversial, the need to keep participants responses confidential to ensure genuine participation and negate any possible retaliation is understood. Participants may be hesitant to share information that could be construed as critical of the CP, its policies or persons who volunteer at or are employed by the CP. This is therefore the primary concern with regards to any ethical considerations.

The participants for both the structured interviews and surveys will be all willing CP employees and volunteers respectively. Participants for the focus group will be a simple convenience sample of 6 to 12 persons of whoever is available and willing from amongst the population of volunteers.

This all-inclusive tactic will ultimately help protect the identity of anybody who participates, as all will be invited to participate and the names of participants will not be



recorded. This means that anybody could have participated or refrained from participation and there would be no record of who participated and who did not. Knowing the organization, and utilizing the methods that have been outlined above should suffice to keep volunteers from filling out multiple surveys.

This of course means that any data collected will be anonymous from the start. Surveys that have been filled out as well as anything gained from structured interviews will not bear any marks that could identify the participant who is the source of the data. CP staff and volunteers will not be administering the structured interviews, surveys or present during the focus group unless they are part of the focus group. Focus group members will be sworn to secrecy and instructed not to divulge the identities of any of the other members of the focus group. Any and all recordings that may be made at any time will be transcribed by third-party researchers and the recording destroyed so that voices may not be recognized.

### **Program Goals and Objectives**

Presented program has the goal to retain 80% of current CP volunteers by June 2019. This would be influenced by developing volunteer training programs, and responding to volunteer needs shown in satisfaction surveys and having events geared towards showing them appreciation. By July 2019 thirty new volunteers will be recruit. This would be done though the training and monitoring the implementation of executive director's media, event and partnership strategies learned during program. In addition program will 100% of current and new volunteers will be trained by Sept. 2019 using evidence based practices (EBPs)

Among the current 120 volunteers at CP, at least 80%, or, 96 of them will remain active volunteers by June, 2019. In addition to the retention of 80% of all current volunteers, the volunteer

program at CP will recruit an additional 30 new volunteers. All current and new volunteers will complete the new volunteer training by September 2019 and achieve full scores on their individual training evaluations.. This will promote the overall development of CP and its services through the development of its volunteer program. Programs objective is to improve the functioning and efficiency of the CP by creating a program that recruits, trains and retains volunteers. While the CP objective is to have every person access the resources they need to thrive, this is only done with competent volunteers. These volunteers are interested to provide direct services to clients and must be well trained and numerous to sustain the CP mission. Therefore proposed program is intended to increase quality of service at CP by ensuring volunteer competency. In addition an ongoing interest from community in volunteering and opportunities must be fostered by increasing community awareness of opportunities. An ongoing evaluations to measure effectiveness of program should also be learned by staff to ensure this program is customizable to meet this organization's growing need.

### **Stakeholder Analysis**

The stakeholder power/influence grid has been prepared and attached to the paper appendices.

The stakeholder matrix has been prepared and attached to the paper appendices.

### **Stakeholders**

**Church of God.** The Church of God is a multinational Christian denomination headquartered in Cleveland Tennessee. Several of his congregations were the original founder of the Caring Place and therefore the denomination has a vested interest in the CPs future. With this all said, they would probably desire the CP to run more efficiently and serve the community as effectively as possible.

**First Baptist Church of Cleveland.** The first Baptist Church of Cleveland located at 1275 Stuart Rd NE, Cleveland, TN 37312, has been supporting the CP for years. This stakeholder is very much involved in the local community and has a vested interest in the CP and its future. The congregation has often supported the CP through various events and donations. Therefore they would probably desire the CP to run more efficiently.

**Westwood Baptist Church.** The Westwood Baptist Church, located at 4001 Georgetown Rd NW, Cleveland, TN 37312, has also been supporting the CP for years. The church is one of Cleveland's largest congregations and is also very interested in serving the community. Therefore they would logically desire the CP to run more efficiently.

**Bradley County Health Department.** The Bradley County Health Department (BCHD), located at 201 Dooley St SE, Cleveland, TN 37311, is primarily concerned with the health and well-being of Bradley County. It is a government organization which exists off of public funds. The CP serves many of the residents of Bradley County who are in need of food clothing and social services. The BCHD sometimes works in conjunction with the CP and the CP in conjunction with the BCHD. Therefore the BCHD has a vested interest in the CP. It is assumed that they would probably desire the CP to function more efficiently.

**Department of Children's Services.** The Department of Children's Services (DCS) is a government organization primarily concerned with the safety, health and well-being of children. Although DCS does not have frequent contact with the CP, DCS does have a vested interest in the well-being of children throughout the county. The CP definitely helps families with children and therefore DCS should have a vested interest in the well-being of the CP.

**Family Promise.** Family Promise (FP) is a national nonprofit organization that assists

homeless families through numerous interventions including helping them to find shelter. FP and the CP work together on a somewhat regular basis. These organizations assist each other and refer clients to one another. The CP is part of the local resources that FP can offer to its clients. With this in mind, the well-being and functioning of the CP should be the concern of FP.

**Habitat for Humanity and ReStore.** Habitat for Humanity (HH) is a national organization that provides housing for qualified low-income clients. HH operates with the assistance of many volunteers and although it sometimes works with the CP, it may also have to compete for volunteers with the CP. HH also has a chain of thrift stores, which means that the CP may offer a small amount of competition.

**Lee University.** Lee University is a large accredited university located in Cleveland Tennessee. It is affiliated with the Church of God, which is also headquartered in Cleveland Tennessee. The University has a long affiliation with the CP, often sending students to the CP so that they can complete community service hours, internships and practicums. The University also assists the CP whenever possible and the university's president is listed as one of the CP's major donors under the CP's Heart Society. Therefore, it goes without question that the University has a vested interest in the CP, its future and functioning.

**The Salvation Army.** The Salvation Army (SA) is a large charitable organization, which operates in many cities and towns across the United States. Although the CP and SA work together on a regular basis, they also compete for resources. With this in mind, the local SA office may offer some resistance to the CP with regards to this program.

**Southern Adventist University.** Southern Adventist University (SAU) is a large accredited university affiliated with the Seventh-day Adventist church. It is located in

Collegedale Tennessee, approximately 30 minutes from the CP. Despite the distance, SAU has a relationship with the CP. SAU's school of social work occasionally sends MSW students to the CP to complete practicum hours. The interim Executive Director of the CP, Corrine Freeman, is also an SAU alumnus, having completed her MSW at that organization.

**Cleveland Daily Banner.** The Cleveland Daily Banner is a local newspaper, which has often run stories on the CP. This paper has the ability to spin a story to the benefit or hurt of this proposed program. It is highly suggested that this organization be treated with care as it could be a powerful ally or voice of dissent.

### **Stakeholder Access and Engagement**

**Access.** To access stakeholders in the community we would first want to collaborate with the current supporters and collaborates that work with CP. Currently CP has nearly 200 area businesses and 70 area churches that formally support their mission (Supporting Churches, n.d., Supporting organizations, n.d). In addition, the Caring Place collaborates with 15 Bradley county and City counties to provide students and their families with subliminal meals (SacPac, n.d.).

First, the Caring Place would inform their currently connections via email. This email would engage stakeholders to attend a group meeting to connect about the change in volunteer training. At this point they would have the option to attend these meeting. Similarly, we would connect with individuals' givers that are members of the heart society (The Heart Society, n.d.). These emails would be personalized and would offer to meet with them individually. The Heart society are elite givers that have a history of providing financial support to CP (The Heart Society, n.d.).

Individual volunteers would be informed of the initiative during their normal volunteer hours. Letting them know that CP is going to expand our volunteer program. In addition, we would send them emails explaining the initiative in detail. For gathering the approval for the stakeholders that we serve, we would make them aware of our attempts to better train the CP staff. While I doubt that any client would be opposed by having consistent well train individuals to help them, we would post a sign explaining the adjustments in our training procedures. For potential stakeholders that are weary of competition CP would connect with them individually via email to build partnerships. Preferably staff could approach organizations during the Inter-Agency meetings. The CP and other local social service agencies attend monthly meetings at Cleveland State College in Bradley county. These inter-agency meetings are a time to share new agency programs and community events. During this time potential opposition could be approached and asked to be met with individually.

Within the landscape of Cleveland there are organizations that are of high important and have high interest in our agency's actives. These groups, such as The Church of God could be invited to a quarterly meeting. This time would allow the organizations discuss their desire for the community and be informed about CP's goals. This would be a great way to initiate and maintain contact with these groups and CP.

**Engagement.** The stakeholders will have the opportunity to share their input, in order to be engaged in the support of the proposal and to maintain transparency in its procedures. Having the input of the stakeholders and community that is served will be vital. While the volunteer program's aim is to attract, train, and retain volunteers it is important to remember to maintain positive relationships with stakeholders who may feel that this would be an impractical use of

time or a grasp for more importance in the area .

For social service agencies, the existing structure of the inter-agency meetings provides an audience for the program's ideals and helps with creating partners, while participating in religious meetings helps maintain the CP's spiritual mission. The major way to engage community partners would be to build mutually beneficial relationships that foster growths within their areas of impact.

### **Stakeholder Reactions**

While it is yet unknown what the reactions of the stakeholders are, it can be assume that most of them will have positive reactions to the project because of its benefits to the community. However, there are also a couple of stakeholders that could have negative reactions including Habitat for Humanity and the Salvation Army because of the perceived threat to their volunteer base. To address these potential negative reactions, it is best to remind the stakeholders that the benefit to the community is what really matters. This can be done through articles in the newspaper as well as through the media and community engagement.

### **Influence of Stakeholder Analysis**

This stakeholder analysis has influenced the project by identifying stakeholders that need to be kept informed as well as those who may have negative views about the project. For example, the Cleveland Daily Banner was identified as an important stakeholder, whose reactions to the project could have a significant impact on it. This is because they frequently write articles about CP and, if this project is viewed negatively, it could incur bad publicity.

## **SWOT Analysis**

### **Strengths**

The CP's strengths lie in several areas. CP is a well known nonprofit within the community, among both clients served as well as volunteers and general community members. CP also has a strong and reliable donor base. CP's staff communicate regularly and the environment among workers and volunteers is positive and uplifting. Dynamics between positions are respectful and open, although different positions may have more authority than others, the staff works as a team to complete activities and has strong cohesion. CP also possesses a strong unified spiritual mission. Ongoing and inclusive devotions before CP opens each mornings reminds volunteers, staff, and clients of the primary missions and values that CP holds in being a strong spiritual support for the community and being the hands and feet of Christ. At the same time the staff and volunteers are from diverse spiritual and denominational backgrounds. The current volunteer base is also very reliable and consistent.

CP is also physically located in a key location in the community. It is close to downtown and to bus routes and is very accessible to those who may not have reliable transportation. This also contributes to the community's awareness of the CP. The CP also is very effective in their delivery system of goods and services to individuals and is able to serve many clients in a short period of time. The CP's long term goals are for self-sufficiency and the CP makes steps towards these goals with their clients by providing educational services, like Getting Ahead, that investigate poverty with clients while helping them develop a plan and goals for their life.

### **Weaknesses**

The CP's weakness are combated by its strengths. Although the CP has an established donor base, their funding is not diversified. Much of the CP's funding comes from individual or institutional donors and they lack in the areas of endowments and grants. The CP has also grown



out of their location and there are issues of safety when it comes to overcrowding with clients, such as fire hazards and the outdated wiring and composition of the building. This adds more liability when it comes to recruiting volunteers. Along with this, the location is not accessible to individuals who are handicapped.

Within the staff, there are also limitations in diversity. The staff and volunteers are primarily made up of caucasian women, which does not reflect the clientele the CP serves. At the moment there are also several staff positions that have been combined into a single position adding stress and disorganization in roles and programing details. In regards to the volunteer program, this will affect its ability to be maintained because the individual currently over the volunteers is doing work for two positions instead of one. There are also limitations in communication with clients who do not speak English because the CP is lacking in bilingual staff and volunteers and there are no official staff members who are a translators. The current volunteer base is also primarily made up of an aging population and there are challenging in recruiting and the general mindset as to volunteering to younger generations. All of these weaknesses will contribute to our programs functional abilities.

### **Opportunities**

One of the many opportunities that this program could tap into is the large Christian demographic in the area. The area in which Cleveland, Tennessee is located is known for its religious fervor. It could even be said that southeastern Tennessee is the buckle on the Bible Belt. Cleveland itself is home to the headquarters of the Church of God. The CP is an organization that can pull help from multiple denominations. With these two factors in mind, is highly possible that local Christian congregations could be used when attempting to recruit volunteers.

A second opportunity is the CP's location. Because the CP is placed in a fairly centralized location, it is convenient for many residents, including potential volunteers. This obviously opens up even more opportunities when it is considered that it's centralized location makes it easier for the CP to partner with other organizations.

A third opportunity is the number of local colleges and universities that may be good sources of stable volunteers. Lee University, Cleveland State Community College, Southern Adventist University, University of Tennessee Chattanooga, and Chattanooga State College are all not terribly far from the CP. Some of these universities, such as Lee University and SAU already have working relationships with the CP. It would be possible to partner with these universities in this project and perhaps even include them in the planning phase.

Another opportunity that exists for the CP is that the agency exists within a city that is growing very rapidly. Because of this the volunteer base also grows with that. Cleveland's population continues to grow and much of this has to do with the growing population of young families that come out of Lee University that stay in the area. This growth in population creates growth in businesses and communities as well as technology. CP can benefit from the advancements in the social environment and new communities and businesses forming by recruiting volunteers and donors from these groups and individuals.

Economically, this growth will contribute to CP's opportunities to recruit from companies and businesses and have entire groups come and volunteer their time and service. CP can partner with new and local businesses and organizations and create opportunities for their employees to contribute to and participate in events at the agency.

## **Threats**

There are multiple stakeholders that are threats to the CP some of which are for profit social service agencies. For profit agencies such as Omni community Health and Mental health cooperative should be collaborated with to avoid conflict. These agencies would be made aware of the CP's programs and offered support for their potential clientele that does not have insurance. Since these agencies both offer therapy services, the CP could establish a system that incorporates them as next steps for the CP's clients that are exiting the Bridges out of Poverty Program. In this way the CP could establish a mutually beneficial relationship between agencies.

An additional risk is the lack of diversity within the CP. Currently the CP has many connections within the religious community but has failed to reach out into the Black-church community or the Latino population. Fostering growth in this area would fix this weakness by providing a network for volunteers and potential clients that are ethnically diverse and can address this weakness.

As stated, the CP should develop a process of locating and applying for potential grants. Currently the CP relies on donations, however they are missing a great opportunity to expand a relationship with the local university and colleges in the area. There is Lee University, Cleveland College and Southern Adventist University. The CP does take interns from those institution, however they are not consistent workers or are being used to the best of their potential. Instead CP should work to create healthy relationship with these institutions by giving their students opportunities to find and write grants that would be beneficial to CP. In this way CP can diversify their income to foster economic growth in a low risk way.

### **Response to SWOT Analysis**

The volunteer program can use the strengths of CP to their benefit by including those benefits in the program planning and advertising. For example, one of the strengths identified by the SWOT analysis was a strong, unified community among its employees and its mission. This can be carried over to the volunteer program. Another strength of CP is its central location. This can be used in advertising to volunteers to promote it as a convenient place to volunteer. While there are a few substantial weaknesses found in the CP that would be difficult to immediately fix, the volunteer program can work towards stopping some of those weaknesses within the program through diversity in funding and diversity in its volunteer base. The other weaknesses, that will take longer to solve, can be worked on through an analysis and plan for each. The potential opportunities for the volunteer program at CP include the recruitment of volunteers from the many local churches and schools and using its central location to promote itself as a good place to volunteer. These opportunities can be exploited by reaching out to these organizations early on in the program's creation, in order to secure partnerships sooner. The volunteer program at CP can defend against its weaknesses by addressing them early on in the development of the program. For example, one of the weaknesses was the potential negative reactions of some of the stakeholders. This can be addressed through the collaboration and inclusion of those stakeholders in the development of the program.

### **Evaluation Plan**

Targeted populations would consist of those we attempt to recruit to volunteer and current volunteers of the CP. These possible volunteers would be adult residences of the Bradley County area. Residences would include, working and retired adults along with individuals that attend school. The CP's current volunteer population is elderly, retired adults.

The intended outputs of this program will be described below. The individuals that will be conducting trainings for the volunteer program at the CP will be the staff members that are in charge of each area of the CP as well as the Volunteer Coordinator, Nolette. Nolette will provide a general/initial training at the beginning of the volunteer's experience and arrange for volunteer to specific departments. Other department head staff members will provide more specific training. For example, Angie who is head of the clothing department will provide additional individual training for the first two shifts a volunteer works. She will oversee them, give them an initial orientation and pair them up with a more seasoned volunteer. Angie, will be the first resource response for questions and concerns the volunteer may have in her specific area.

The volunteer coordinator Nolette, will be responsible for retainment practices. This will look like continual recognition as well as ongoing training, checking in with volunteers about schedules as well as providing incentives that includes appreciation events. She will have a monthly check in with each volunteer, in regards to satisfaction and their schedule, and once a month a volunteer will be recognized as "volunteer of the month" and be awarded with a gift card to a restaurant.

Recruitment will be conducted by Corinne, the CP's director and social media staff member. This will include speaking engagements as well as reaching out to the community of specific needs via the Facebook page and additional social media platforms as needed. She will have one speaking engagement a week and post at least three times a week about activities happening at the CP as well as specific needs. In addition, she will work towards developing meaningful partnerships within the community that is geared towards volunteer recruitment.

The end outcomes of these activities are as follows. The short-term outcomes will be the

increase of overall satisfaction of the current volunteer base. There will also be an increase of communication between staff and volunteers. This will result in a clarity within roles of those same staff and volunteers. Medium- and long-term outcomes will be current volunteers' full integration into the program as well as an increase in volunteers along with increased engagement. Overall the quality of services will be improved along with increase in volunteer competency. There will be an expected increase in community awareness and engagement with the CP. There will also be ongoing engagement and interest in events at CP along with ongoing evaluation of the effectiveness of the program.

By September 2019, all new and current volunteers at the CP will have received additional volunteer training that utilizes EBPs. The quality of services provided at the CP will directly benefit from the additional training through the improvement in quality of the volunteer program and its members. Volunteers will be fully integrated into the volunteer program within two months of their initial introduction by receiving this training and obtaining full clearance to volunteer at the CP. These intermediate goals are logical to the program because they define a realistic timeline of events for volunteer training.

Anna, Master level intern will be responsible for collecting and aggregating the data at each step of the program. The data will be analyzed on a quarterly basis, or, every 3 months. The data will first be presented to the rest of the research group (Edward, April, and Savannah) and, following that, the data will be presented to administrators at the CP. Lastly, the data will be presented to stakeholders in order to keep them updated about the program as was discussed in the SWOT analysis.

To evaluate our intermediate goals, we will use a variety of tools. To Measure the

integration of volunteers in to the CP program we will use individual performance evaluation to determine if CP leaders consider volunteers to be fully integrated into program. These individual evaluations will be collected by Anna, Agency Master-level Intern. This material will contain a number score allotted to each volunteer, at this point in the program the goal is that each volunteer scores the fully allotted number. To evaluate this, it will be straight forward, and depended on Volunteer Coordinator's and Departmental directors' good judgement. To determine how appreciated volunteers, feel from the CP staff researchers will develop and implement a volunteer satisfaction survey. This survey will be in a paper format and given directly to Anna to evaluate. To track the potential increase of current volunteer engagement and potential increase number of volunteers a database containing each volunteer and the active hours will be kept. This same database will contain volunteer's motivation type and first contact. These evaluations will contribute to the overall evaluation plan because it will gauge our progress to achieve our ultimate goal.

Among the current 120 volunteers at the CP, at least 80%, or, 96 of them will remain active volunteers by June, 2019. In addition to the retention of 80% of all current volunteers, the volunteer program at the CP will recruit an additional 30 new volunteers. All current and new volunteers will complete the new volunteer training by September 2019 and achieve full scores on their individual training evaluations. This will promote the overall development of the CP and its services through the development of its volunteer program.

The Human resources needed to implement this proposal would include Managerial staff members and a minimum of two regular volunteers. Staff will include, the executive director, who will be needed to oversee the program and be the main recruiting agent, the volunteer

coordinator, who will run a general orientation and keep track of retention, departmental heads to conduct specific departmental orientation and training.

The executive director will spend one to two hours a week on this program developing and implementing media outreach, plus additional as needed time attending community events to build meaningful partnerships. The volunteer coordinator will spend two hours per month conducting orientation and needed intake surveys for volunteers. While Individual Department heads will spend two hours with each new volunteer for training and evaluations as needed.

This initiative has multiple components for the recruitment portion Corinne, the executive director, would be given training on how to engage community via social media, organizing events to spark community action and building partnerships. Her training will be a 16-hour course with a two week checks on her progress for a full year. Nolette, volunteer coordinator would be given training on soft skills relating to volunteer and interacting with potential and current volunteers. For the training component Nolette will be given additional training on how to prepare new volunteers on their tasks within the CP and to understand the current roles. She will receive 24-hour training for both of her roles with two weeks check in on progress for a year period. Department Heads of individual programs would also be given training on how to interact and train volunteers that labor within their department. Each department head will be given 8-hour training with three-week check ins on progress. Check ins will consist of feedback from staff members utilizing of tools.



### **Proposed Program Resources**

Material resources used for this proposal are general office tools needed for the recruitment, training and retention processes. Firstly, basic materials such as copy paper, a printer as well as computers will be needed for creating evaluations and entering the data into the excel system. In addition, computer will need software such as excel and word document. Pens will also be needed in order for volunteers to complete written portions of assessments. Evaluators will also be needed for the interview and data collection process. A private office space will be needed to complete individual assessments with volunteers as well as a space with chairs to do group assessments. Additional expenses used would be those that received gift cards for volunteer of the month awards. A \$10.00 gift card would create a \$120.00 plus in costs yearly for our volunteer.

### **Proposed Sustainability Plan**

There is a very low cost in maintaining this proposed program. Once it is in place, and if

shown to be effective, it should be sustainable. For the continuation of this program, it would be the responsibility of the executive director and the volunteer coordinator. While there is a agency shift in thinking, once training takes place, staff will be capable to conduct this program indefinite. They will be responsible for ensuring that the program is implemented, maintained and altered when necessary. This program could be used for years to come to recruit, train and retain volunteers at the CP.

### **Limitations**

There are several limitations within the Caring Place that have implications. Firstly, their funding is not diversified. Much of CP's funding comes from individual or institutional donors. CP should locate and apply for potential grants to diversify their funding. The Caring Place is also lacking in the area of relationships with local universities and colleges. If CP were to expand their community relationships to include some of the many local schools, this could directly and positively impact the volunteer program that is being proposed through access to additional volunteers. The current volunteer base is primarily made up of the elderly population, so recruiting to younger populations could prove to be a challenge for CP. Additionally, when trying to ascertain information on volunteer motivation and satisfaction, in order to increase recruitment and retention, the data gathered from the proposed surveys would reflect the views of majorly the elderly population, rather than that of a diverse population.

### **Conclusion**

The proposed program provides an evidence-based approach that is responsive to an

agency's growing volunteer needs and environmental factors. While this project is specified to the Caring Places volunteer needs it is a system that can easily be modified to fit any agency that desires to have a growing body of well-trained helpers. This system is designed to attract the interest of the community and maintain its support by preparing staff with evidenced-based practices. However, this program, by design pinpoints and provides tools to modify approaches to achieve a satisfied numerous volunteer group that will remain an integral part of an agencies workforce.

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## **Appendix A**

### **Stakeholder Analysis Table**

Project Title: Volunteers for the Caring Place

Date: 11/2/18

Group Members: April Howell, Edward Pino, Savannah Grignon & Anna Machin

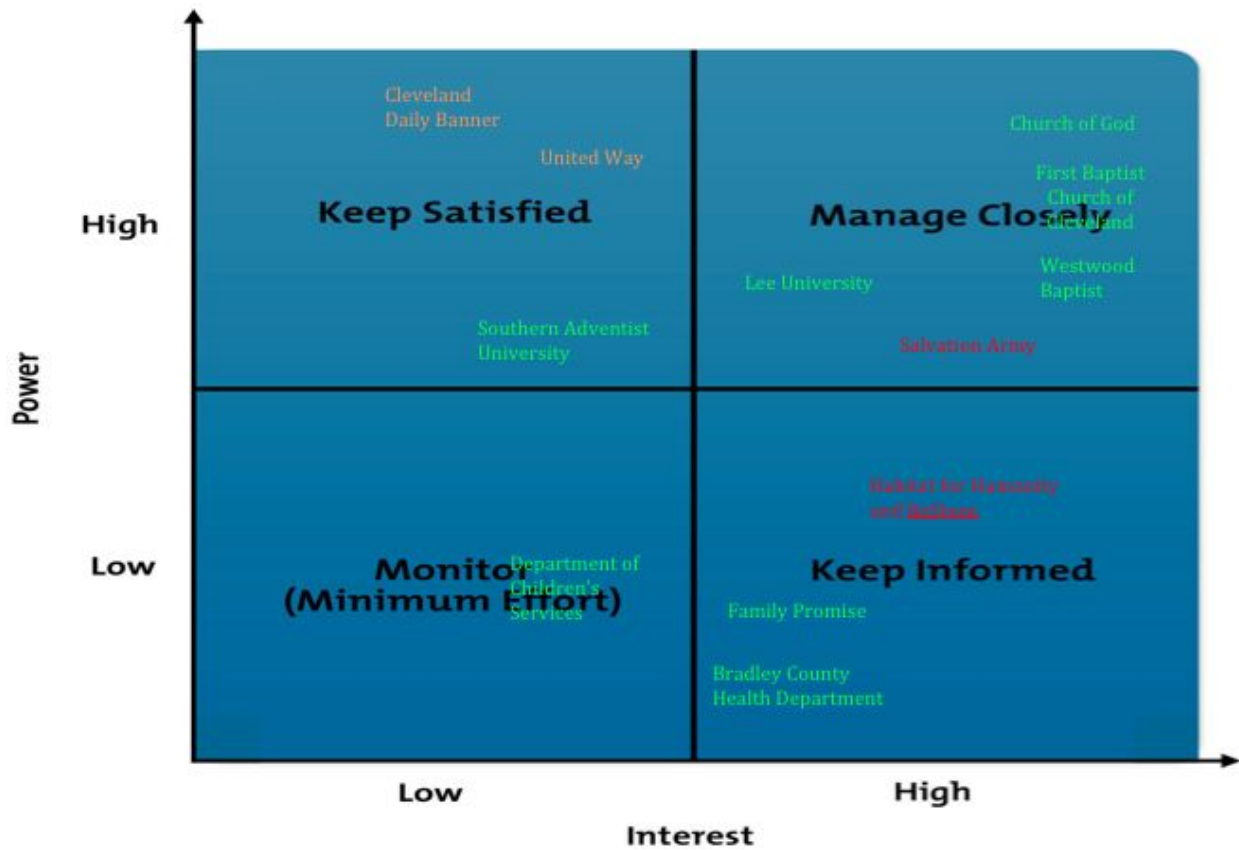
<b>Stakeholder</b>	<b>Characteris tics</b>	<b>Main Interest</b>	<b>Fears and expectatio ns</b>	<b>Potential impact</b>	<b>Priority</b>	<b>Recommend ations</b>	<b>Responsibility</b>
<i>Identity of individual or group/s.</i>	<i>What sort of person or group are they?</i>	<i>What are their main interests and/or motivations?</i>	<i>What is their potential reaction to the project? What do they expect from the project?</i>	<i>How important is their impact on the project? (low, med, high, critical)</i>	<i>Rank the importanc e of the stakehold er to the success of the project (critical, high, med, low).</i>	<i>Implications for your project planning. (e.g. keep informed, involve in planning, etc.)</i>	<i>Who in your cohort will implement the recommendations ?</i>
Church of God	Church/religi ous organization	Christian service	Positive reaction. Enhanced services	High	High	Involve in planning	Edward Pino
First Baptist Church of Cleveland	Church/religi ous organization	Christian service	Positive reaction. Enhanced services	High	High	Involve in planning	Anna Machin
Westwood Baptist Church	Church/religi ous organization	Christian service	Positive reaction. Enhanced services	High	High	Involve in planning	April Howell

Bradley County Health Department	Public health department	Maintaining public health	Positive reaction. Possible support	Medium	Low	Keep informed	Edward Pino
Department of Children's Services	Department of Children's Services	Safety and well-being of children	Positive reaction. Possible support	Low	Low	Keep informed	Savannah Grignon
Family Promise	Charitable organization	housing for homeless families	Positive reaction. Enhanced services.	Medium	Low	Keep informed	April Howell
Habitat for Humanity and ReStore	Charitable organization	Well-being of the community	Fearful reaction. Take volunteers.	Medium	Medium	No involvement	N/A
Lee University	Local university	Christian education	Positive reaction. Place to send students	High	High	Involve in planning	Anna Machin
Salvation Army	Charitable organization	Well-being of the community	Fearful reaction. Take volunteers.	High	Medium	Keep informed	Savannah Grignon
Southern Adventist University	Local university	Christian education	Positive reaction. Place to send students	High	High	Involve in planning	Edward Pino
United Way	Charitable organization	Well-being of humankind	Positive reaction. Better services	High	Medium	Involve in planning	April Howell

Cleveland Daily Banner	Local newspaper	Purveying local news	Negative reaction. Take volunteers from other organizatio ns	High	High	Keep well informed	Edward Pino
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## Appendix B

### Stakeholder Power Interest Grid



## **Appendix C**

### **SWOT Analysis Matrix**

## Appendix D

### Logic Model

Inputs	Outputs		Outcomes (Impact)		
	Activities →	Participants	Short Term →	Medium Term →	Long Term
\$120.00 Costs of Gift Cards	Recruitment endeavors	Caring Place Staff- Department heads	Increase overall satisfaction of volunteer base	Volunteers full integration into program	Increase quality of service at CP
Rooms for Assessments	Retention rewards	Caring Place Volunteers	Increase communication between staff and volunteers	Felt volunteer appreciation from staff and CP	Increase in volunteer competency
Evaluators	Training activities	Evaluators and Data Collectors	Increase clarity in roles and orientation for volunteers	Increased volunteer engagement and activity	Increase in community awareness of opportunities
Computers	Evaluations group and individual	Intern – Anna		Increase in number of volunteers at CP	Ongoing interest in community in volunteering and opportunities
Chairs, pens	Data entry	Nolette – Volunteer Coordinator			Ongoing evaluations to measure effectiveness of program
Extra use of time in staff & volunteers					

## Appendix E

### Consents, Surveys, and Interview Guide

#### Consent Form: Structured Interview with Staff

##### Worker Consent:

**Purpose:** The purpose is to better understand workers' experiences of the volunteer retention, requirement and training process at the Caring Place.

**Procedures and time process:** Participants are expected to participate in a structured interview. During session, participants and interviewer will go over their experiences at the caring place. In-depth interview sessions will last one hour.

**Cost and Benefits to Participant:** There will be no clear benefits. Cost would include personal use of time spent with interviewer.

**Confidentiality:** Participants' identities will only be known by those within the research team. Other individuals will not be given personal information. However, there are limits. If a safety concern is identified, within the mandated reporting criteria within the state of Tennessee. This will be followed up in an appropriate way.

Use of data: Information gathered from participants may be published.

**Research-related injury:** There may be additional risk that we cannot predict. Participants can withdraw at any time without penalty.

Signature: \_\_\_\_\_ Date \_\_\_\_\_

Witness: \_\_\_\_\_ Date: \_\_\_\_\_

Contact information: Southern Adventist Institutional Review Board, April Howell (423) 774-5771

### **Consent Forms: Focus Groups**

#### **Volunteer Consent:**

**Purpose:** The purpose is to better understand volunteers' experiences of the volunteer retention, requirement and training process at the Caring Place.

**Procedures and time process:** Participants are expected to participate in a focus group. During session, participants and proctor will go over their experiences at the caring place. Focus group sessions will last one hour with no more than ten individuals in the group at one time.

**Cost and Benefits to Participant:** There will be no clear benefits. Cost would include the personal cost of time spent within group.

**Confidentiality:** Participants' identities will only be known by those within the research team. Other individuals will not be given personal information. However, there are limits. If a safety concern is identified, within the mandated reporting criteria within the state of Tennessee. This will be followed up



in an appropriate way. In addition since this will be a focus group individuals physical appearance will not be kept confidential while within the focus group.

**Use of data:** Information gathered from participants may be published.

**Research-related injury:** There may be additional risk that we cannot predict. Participants can withdraw at any time without penalty.

Signature: \_\_\_\_\_ Date \_\_\_\_\_

Witness: \_\_\_\_\_ Date: \_\_\_\_\_

**Contact information:** Southern Adventist Institutional Review Board, April Howell (423) 774-5771

### **Consent Forms: Surveys**

#### **Volunteer Consent:**

**Purpose:** The purpose is to better understand volunteers' experiences of the volunteer retention, requirement and training process at the Caring Place.

**Procedures and time process:** Participants are expected to answer and complete surveys honestly. Survey will review volunteer's experiences at the Caring Place. Surveys are expected to be completed between 30 minutes to one hour, with no more than ten individuals in the group at one time.

**Cost and Benefits to Participant:** There are no clear benefits. Cost would include personal cost of time spent taking survey.

**Confidentiality:** Participants' identities will only be known by those within the research team. Other individuals will not be given personal information. Information participants give in surveys will not be linked to individual.

**Use of data:** Information gathered from participants may be published.

**Research-related injury:** There may be additional risk that we cannot predict. Participants can withdraw at any time without penalty.

Signature: \_\_\_\_\_ Date \_\_\_\_\_

Witness: \_\_\_\_\_ Date: \_\_\_\_\_

**Contact information:** Southern Adventist Institutional Review Board, April Howell (423) 774-5771

**Structured Interview Questions:**

- (1) How many new volunteers does the Caring Place require in order to operate at peak efficiency?
- (2) How many volunteers does the Caring Place currently have and in what departments?
- (3) Where and when are the greatest felt needs for new volunteers?
- (4) What are the current recruitment practices and are they effective? Why or why not?
- (5) What type of training currently exists for new volunteers and is it effective? Why or why not?
- (6) What retention efforts does this organization make and are they effective? Why or Why not?
- (7) What barriers does this organization face that impede the recruitment training and retention of new volunteers?
- (8) At the end of the interview, the interviewee will be given a chance to give his or her opinions, knowledge and insight regarding the issues in question.

**Contents of 15-item Survey:**

Thank you for participating in our survey to determine the recruitment training and retention needs for Caring Place volunteers. There is no need to put your name on this survey, as your information will not be recorded. Please only one survey per volunteer. Please mark the number that corresponds with how needed you perceive each item.

	<b>Not Needed</b>	<b>A Little Needed</b>	<b>Somewhat Needed</b>	<b>Needed</b>	<b>Very Needed</b>
<b>1. Overall advertising for volunteer positions.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>2. Volunteer recruitment at public events.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>3. Volunteer recruitment directed at clients.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>4. Volunteer recruitment directed at churches.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5. Volunteer recruitment at schools and universities.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>6. More training in Caring Place goals and history.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>7. More training in what services are offered.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8. More training about how to interact with clients.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9. More training in organizational policy.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10. More training in emergency procedures.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>11. More personal support from staff.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>12. More recognition of volunteer achievement.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13. More efforts with retention of volunteers</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>14. More recognition of volunteer personal sacrifice</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>15. Closer relationships with staff and volunteers.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### **Volunteer Focus Group:**

### **Volunteer Focus Groups**

This focus group will contain 6 to 12 volunteers, which will provide a means for volunteers to voice their opinions and share their knowledge regarding current recruitment, training and retention practices. This will be accomplished by the utilization of three questions that will guide the discussion.

- (1) Are more volunteers needed and if so what's wrong with what's being done?
- (2) Is more or better training needed and if so what are the issues with the training being used now?
- (3) What motivates you most to volunteer?

## **Field Test Documents**

After receiving feedback from three different individuals several changes were made to the survey, structured interview questions as well as focus group questions documents. The forms were adjusted by suggestions in terms of comprehensiveness, understandability to diverse populations, as well as specificity. The following changes were made in red to each document.

### **Structured Interview Questions:**

(1) How many new volunteers does the Caring Place require in order to operate at peak efficiency?

*(Efficiency - All clients are served fully and quickly and all operations and issues are able to be dealt with in a timely manner)*

(2) How many volunteers does the Caring Place currently have and in what departments do they serve?

*(Departments - Food, Clothing and Registrar)*

(3) In what departments and days/times of the week are the most pressed for new volunteers?

(4) What are the current recruitment practices and are they effective?

Why or why not?

(5) What type of training currently exists for new volunteers and is it effective?

Why or why not?

(6) What retention efforts does this organization make and are they effective?

Why or Why not?

(7) What barriers does this organization face that prevent or delay the recruitment training and retention of new volunteers?

(8) At the end of the interview, the interviewee will be given a chance to give general feedback as to his or her opinions, knowledge and insight regarding the issues in question.

## Volunteer Focus Group

This focus group will contain 6 to 12 volunteers, which will provide a means for volunteers to voice their opinions and share their knowledge regarding current recruitment, training and retention practices. This will be accomplished by the utilization of three questions that will guide the discussion.

- (1) Are more volunteers needed and if so what issues do you see with current recruitment practices?
- (2) Is more or better quality of training needed and if so what are the issues with the current training practices?
- (3) What motivates you most to volunteer?

### Contents of 15-item Survey:

Thank you for participating in our survey to determine the recruitment, training, and retention needs for Caring Place volunteers. There is no need to put your name on this survey, as your information will not be recorded. Please only submit one survey per volunteer. Please mark the number that corresponds with how much you think each item is needed at the Caring Place.

	Not Needed	Somewhat Not Needed	Neutral	Somewhat Needed	Needed
<b>1. <del>Overall</del> advertising for volunteer positions.</b>	1	2	3	4	5
<b>2. Volunteer recruitment at public events.</b>	1	2	3	4	5
<b>3. Volunteer recruitment directed at clients.</b>	1	2	3	4	5
<b>4. Volunteer recruitment directed at churches.</b>	1	2	3	4	5
<b>5. Volunteer recruitment directed at schools and universities.</b>	1	2	3	4	5
<b>6. More training about the Caring Place goals and history.</b>	1	2	3	4	5

<b>7. More training about what services are offered.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8. More training about how to interact with clients.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9. More training about organizational policy.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10. More training about emergency procedures.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>11. More personal support from staff.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12. More recognition of volunteer achievement.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13. More efforts for the retention of volunteers</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>14. More recognition of volunteer personal sacrifice</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>15. Closer relationships with staff and volunteers.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>



## Appendix G

### and evaluations

#### Volunteer Database

March 2019							
	Months	T Sheifts	M Sheifts	Motivation	First Contact	No Shows	
Adam V.	24	32	6	Activity	Church	1	
Ben V.	3	6	2	Career	Church		
Carl V.	3	6	3	Career	Friend-Freddy V		
Denise V.	12	28	3	Activity	Church		
Erica V.	3	7	2	Activity	Friend-Freddy V		
Freddy V.	21	14	4	Activity	Friend-Adam V		
Grace V.	3	4	3	Activity	Friend-Kelly V		
Hanna V.	64	6	4	Hardwired	School-SAU		
Isaac V.	4	8	4	Career	School-Lee U	2	
Jessica V	2	7	3	Career	School-Cleveland S		
Kelly V.	4	8	5	Activity	Church		
Lisa V.	5	9	2	Hardwired	Event		
Megan V.	6	6	3	Career	Event		
Nickki V.	7	4	4	Hardwired	Media		
<b>Adverage:</b>	11.5	10.35714286	3.428571429				
					Friend 4		
					Event 2		
					Media 1		
					School 4		
					Church 2		
April 2019							
	Months	T Sheifts	M Sheifs	Motivation	First Contact	No shows	
Adam V.	25	32	6	Activity	Church		
Ben V.	4	6	2	Career	Church		
Carl V.	4	6	4	Career	Friend-Freddy V	2	
Denise V.	13	28	3	Activity	Church		
Erica V.	4	7	5	Activity	Friend-Freddy V		
Freddy V.	22	14	4	Activity	Friend-Adam V		
Grace V.	4	4	3	Activity	Friend-Kelly V	1	
Hanna V.	65	6	7	Hardwired	School-SAU		
Isaac V.	5	8	4	Career	School-Lee U		
Jessica V	3	7	3	Career	School-Cleveland S		
Kelly V.	5	8	5	Activity	Church	1	
Lisa V.	6	9	2	Hardwired	Event		

**Volunteer Satisfaction Survey:**

<b>DATE:_____</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Agree</b>
<b>1. I am satisfied with volunteering with the Caring Place.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>2. I am able to communicate with CP Staff.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>3. I am appreciated at the Caring Place.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>4. I am competent at what I do at the Caring Place.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5. I am happy with the learning opportunities at the Caring Place.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Additional Comments:**

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## Volunteer Evaluations


Name: * Rectangular Snip	Score 1-5	Feedback	Plan
Attendance			Schedule:
Pantry Department			
Clothing Department			
Office Department			

Volunteer systems Evaluations

Volunteer signature: _____
Date: _____
Clothing Director: _____
Date: _____

Office Director: _____
Date: _____
Pantry Director: _____
Date: _____

## Team CITI Training Certificates

		Completion Date 02-Oct-2018 Expiration Date N/A Record ID 28924807
This is to certify that:		
<b>Edward Pino</b>		
Has completed the following CITI Program course:		
<b>Responsible Conduct of Research</b> (Curriculum Group) <b>Responsible Conduct of Research</b> (Course Learner Group) <b>1 - RCR</b> (Stage)		
Under requirements set by:		
<b>Southern Adventist University</b>		
 Collaborative Institutional Training Initiative		
Verify at <a href="http://www.citiprogram.org/verify/?w6d5f7be3-be2d-45f8-ba29-cb5149a14ece-28924807">www.citiprogram.org/verify/?w6d5f7be3-be2d-45f8-ba29-cb5149a14ece-28924807</a>		



Completion Date 22-Sep-2018  
Expiration Date N/A  
Record ID 28808763

This is to certify that:

**April Howell**

Has completed the following CITI Program course:

**Responsible Conduct of Research** (Curriculum Group)  
**Responsible Conduct of Research** (Course Learner Group)  
**1 - RCR** (Stage)

Under requirements set by:

**Southern Adventist University**

**CITI**  
Collaborative Institutional Training Initiative

Verify at [www.citiprogram.org/verify/?w5bb0e1bb-823b-4f06-8fcc-d3b7f43c156a-28808763](http://www.citiprogram.org/verify/?w5bb0e1bb-823b-4f06-8fcc-d3b7f43c156a-28808763)



Completion Date 23-Sep-2018  
Expiration Date N/A  
Record ID 28810182

This is to certify that:

**Anna Machin**

Has completed the following CITI Program course:

**Responsible Conduct of Research** (Curriculum Group)  
**Responsible Conduct of Research** (Course Learner Group)  
**1 - RCR** (Stage)

Under requirements set by:

**Southern Adventist University**

**CITI**  
Collaborative Institutional Training Initiative

Verify at [www.citiprogram.org/verify/?w67a72f25-f3df-4c3e-aae7-43fff00c3d1f-28810182](http://www.citiprogram.org/verify/?w67a72f25-f3df-4c3e-aae7-43fff00c3d1f-28810182)



Completion Date 04-Oct-2018  
Expiration Date N/A  
Record ID 28813653

This is to certify that:

**Savannah Grignon**

Has completed the following CITI Program course:

**Responsible Conduct of Research** (Curriculum Group)  
**Responsible Conduct of Research** (Course Learner Group)  
**1 - RCR** (Stage)

Under requirements set by:

**Southern Adventist University**

**CITI**  
Collaborative Institutional Training Initiative

Verify at [www.citiprogram.org/verify/?w56fb79d7-95cd-461b-8751-730585f6b949-28813653](http://www.citiprogram.org/verify/?w56fb79d7-95cd-461b-8751-730585f6b949-28813653)