Volunteer Guidance, Supervision and Evaluation

Once a volunteer has completed an orientation and training process each Partnership should have a mechanism in place to provide guidance and support for them on an ongoing basis. As volunteers are developing in their positions, specific volunteer programs, meetings, and personal support can help to ensure each volunteer achieves their goals and feels they are carrying out their functions in an optimal manner and are contributing to the Partnership.

Guidance of Volunteers

Volunteer guidance consists of support for both the personal and professional processes that occur in the course of volunteering. It involves reinforcement of the knowledge, tools and skills for carrying out the volunteer’s functions and is meant to achieve the maximum benefit for all. It provides a framework for the exchange of information, the sharing of experiences, uncertainties and dilemmas by the volunteers and learning and drawing of conclusions from experiences in the field. It is important to deal with issues that arise during volunteer activity and to come up with solutions together. The Director needs to share information with the volunteers and to gain an in-depth understanding of their needs and to relate to those needs during the guidance meetings.

Example program for guidance of volunteer leadership in Partnership2Gether

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Method of learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shared learning between volunteers in the Partnership and volunteers in other organizations and programs</td>
<td>Case Study</td>
</tr>
<tr>
<td>2</td>
<td>The relationship between the Steering Committee in Israel and the parallel Steering Committee abroad</td>
<td>Sharing of information among colleagues; the learning process can be enriched by involving other Partnerships</td>
</tr>
<tr>
<td>3</td>
<td>Introduction to projects being implemented in the community abroad</td>
<td>Case Study</td>
</tr>
<tr>
<td>4</td>
<td>Visit and learn about a project in the field that is being implemented by the Partnership, visit and learn about other Partnerships</td>
<td>Field Trip</td>
</tr>
<tr>
<td>5</td>
<td>Development and growth of the Partnership – thinking about the future of the Partnership</td>
<td>Facilitated Learning</td>
</tr>
<tr>
<td>6</td>
<td>The relationship between Partnership2Gether and the local government authority: discussion of dilemmas and uncertainties with regard to relations between the local authority and the Partnership</td>
<td>Sharing of information among colleagues; the learning process can be enriched by involving other Partnerships</td>
</tr>
</tbody>
</table>

It is important to note that the guidance program should be built according to the needs and dilemmas of the members of the Steering Committee / subcommittee and therefore should be flexible.
**Enrichment of Volunteers**

Enrichment is meant to meet the volunteers’ need for development and personal growth. It constitutes a way to gratify the volunteers. Activities can be planned for a group of volunteers or a single volunteer who is interested in enriching their knowledge. The key to the success of an enrichment program is how well it is suited to the group of volunteers and how effective it is in providing a sense of professionalism and of investment in the volunteers.

**Example program for enrichment of volunteer leadership in Partnership2Gether**

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gaining an in-depth familiarity with the parallel community: <em>history, characteristics, needs, changes and trends</em></td>
</tr>
<tr>
<td>2</td>
<td>Changes that have occurred in the Jewish world during the past decade; Israel-Diaspora relations</td>
</tr>
<tr>
<td>3</td>
<td>How Israel is perceived in the world</td>
</tr>
<tr>
<td>4</td>
<td>The future of the Jewish Agency</td>
</tr>
<tr>
<td>5</td>
<td>Enrichment specific to the function of the subcommittee (<em>in the area of education, culture, etc.</em></td>
</tr>
</tbody>
</table>

*It is important to note that the guidance program should be built according to the needs and dilemmas of the members of the Steering Committee / subcommittee and therefore should be flexible.*

**Support of the Volunteers**

One of the functions of the Partnership is to provide support for volunteers on an individual level. This support can be both informal and formal. Formal support involves setting a time when the volunteer can express his evaluation of his progress, his feelings, his needs and also the difficulties he is dealing with as part of his functions.

Personal support complements the process of guiding the volunteer. In a personal setting and in a one-on-one conversation, the volunteer can express himself fully and raise problems or dilemmas that are relevant to him and which perhaps are not shared by the rest of the group of volunteers. This support enables the volunteer to undergo a reflective process during which he can evaluate the progress he has made in his position, his personal and professional development and the degree to which his personal needs are being met.

**Evaluation of Volunteer Activity**

As part of the process of managing volunteer activity in the Partnership, it is important to incorporate tools for evaluating volunteer. The overall volunteer support process can be used to evaluate the functioning of the volunteer in relation to their defined role; the progress towards achieving the objectives of the program and finally the Partnership itself as an operator of volunteers. Structured evaluation processes are essential to the Partnership and to its volunteers: they convey a message of professionalism and provide the volunteer with a feeling that his work is important and that it contributes to the Partnership and thus to the probability of his retention.

**Planning the evaluation process should provide answers to the following:**

- **What to Evaluate** (Which activities of the Partnership should be evaluated?)
- **Who will Evaluate** (Who will carry out the evaluation?)
- **When & How Often** (How often will evaluations be carried out?)
- **How** (What tools are to be used in order to evaluate activities and which tools can be used to gather data?)
An evaluation program should be carried out on several levels:

- **Self-evaluation** by and of the volunteer leadership
- **Evaluation of volunteer activity** in the field
- **Evaluation of the Partnership’s** work with volunteers

**Self-Evaluation by the Volunteer Leadership**

The volunteer group evaluates itself as a working group with its clear and pre-defined objectives. It is important that at least twice annually the Steering Committee will undergo a self-evaluation process, which will examine its activity, the activity and effectiveness of its members and the output that has been achieved.

**The evaluation process is meant to examine two major aspects:**

1. The extent to which the Steering Committee members have met the determined objectives.
2. The extent to which the members of the Steering Committee / subcommittees are satisfied with their position in the Partnership, the extent to which they feel that their needs are being met, their sense of significance in their positions and the extent to which they feel that they are contributing to achieving the Steering Committee’s / subcommittee’s goals.

**Examples Questions: Evaluation of the Steering Committee’s functioning**

- To what extent are you satisfied with the Committee’s methods of operation?
- To what extent are you satisfied with the training you received as a member of the Committee?
- To what extent are you satisfied with the compensation you receive?
- To what extent are you satisfied with the professional backing you receive from the Partnership as a volunteer member of the Committee?
- To what extent has the involvement of volunteers in the Partnership been given exposure?
- To what extent are you satisfied with the enrichment sessions in the Partnership?
- To what extent are you satisfied with the frequency and quality of contact with the Partnership staff?

**Evaluation of Volunteers in the Field**

The Director the Partnership is to provide and receive feedback from the Partnership volunteers. Two-way personal communication makes it possible to understand the volunteers regarding the Partnership in general and the specific program each are a part of. The Director provides feedback to the volunteer; things that need to be improved or maintained, to what extent the goals of the position are being met, etc. — and the volunteer will raise suggestions for strengthening his performance. The Director will make use of the evaluation in order to help the volunteer to grow, develop and carry out his function in a more optimal manner or even to advance to a different position. Sometimes, the evaluation process is experienced by the volunteer as gratification and as a lever for growth and development.

The evaluation of volunteers in the field will be carried out by the Director or the Coordinator of the project they are involved in. The evaluation should be carried out on a regular basis, in accordance with the scope of the volunteer’s role. The frequency of evaluation should be determined and the volunteer should know ahead of time about the evaluation sessions, in order to be able to prepare for them.
The evaluation of volunteers should include the following topics:

- The achievements of the volunteer and to what extent goals are being met
- Determining the extent of the volunteer’s satisfaction with the Partnership, his position, his role in the decision making processes and the resources that are available
- The performance of the volunteer, his level of functioning and his relationships with others
- The ability of the volunteer to make decisions and to operate independently
- The possibilities to continue as a volunteer, to switch positions and to advance in the Partnership

Examples Questions: Evaluating a volunteer’s performance

- To what extent are you satisfied with your level of involvement in the Partnership?
- To what extent does your activity in the Partnership meet your expectations?
- To what extent are you satisfied with your participation in the decision making of the Committee?
- To what extent are you able to influence decisions in the Partnership?
- To what extent are you contributing to new initiatives in the Partnership?
- To what extent are you involved in day-to-day activity?
- To what extent are you satisfied with your position as a committee member in Partnership2Gether?

Evaluating the Partnership’s Work with Volunteers

This process examines the way in which volunteers are utilized by the Partnership as well as the effectiveness of the volunteers’ work in the Partnership.

Examples Questions: Evaluating the Partnership’s work with volunteers

- To what extent does the activity of the volunteers achieve the goals and vision of the Partnership?
- To what extent does the activity of the volunteers meet the needs of the Partnership?
- To what extent does the Partnership provide appropriate opportunities for volunteers?
- To what extent does the Partnership allocate sufficient resources for the development and utilization of volunteers?
- To what extent does the Partnership enable volunteers to be involved in decision making?
- To what extent does the Partnership meet the needs of volunteers?