



Special Olympics

VOLUNTEER MANAGEMENT
SERIES

SUPERVISION

Participant's Workbook



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Volunteer Management Series

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Special Olympics Volunteer Management Series

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- The Global Volunteer Resource Development Team
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Introduction:

The goal of supervising Special Olympics volunteers is to establish conditions that encourage and support others to get their jobs done. In the traditional supervisor/worker model, the supervisor alone made decisions and directed the work of those reporting to him/her. Today's effective supervisor encourages staff and volunteers to be increasingly involved in decisions that concern them and to take more responsibility for their actions.

When a staff member or key volunteer is asked to supervise volunteers in a Special Olympics Program, there is a need to clarify:

- (1) the role of supervisor;
- (2) the skills, qualities and tasks involved in supervision;
- (3) how supervising volunteers is similar and unique as compared to supervising staff; and
- (4) suggested procedures to carry out this function.

Even experienced supervisors find the transition to supervision of volunteers challenging if the task and expectations are not clear.

Supervising encompasses many skills and techniques such as delegation, motivation, evaluation, etc., each of which are covered in other modules. This session does not attempt to cover component skills in depth, but rather, to provide staff with a comprehensive overview of supervision. The facilitator will augment the workshop with specifics as they relate to your specific Special Olympics Programs.

This module can be used with paid staff and volunteers together, or separately. It is important to remember that a supervisor can be either a paid staff person or volunteer. Efficient supervision of volunteers plays an integral part in the success of your Special Olympics Program.



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Experience with Supervising Volunteers

- Successful
- Stressful
- So-so
- Super
- Smooth
- Satisfying
- Strenuous
- Stormy

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Learning Objectives: Supervising Volunteers

- Define the role of supervisor of volunteers
- Explain the similarities and differences in supervising paid versus non-paid staff
- Evaluate their general competence in supervision and qualities of effective supervisors
- Discuss the various methods of supervising volunteers

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Key Concepts of Supervising Volunteers

1. Staff and volunteers who are asked to supervise volunteers must clearly understand the Program's expectation of them in this role.
2. People who are competent supervisors of salaried and non-salaried staff share key skills and characteristics.
3. Although principles of supervision for volunteers and staff are very similar, there are some unique aspects of volunteer supervision.
4. Depending on formality, size and style of the organization, type of job, etc., supervision systems and methods can be quite varied.

D-4



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Key Concepts of Supervising Volunteers #1

Staff and volunteers who are asked to supervise volunteers must clearly understand the Program's expectation of them in this role.

D-5



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Supervisory Skills

Excellent supervisory skills are not measured by your personal accomplishments but by the success of those who report to you.

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Categories for Supervisory Tasks

- Preparation/Orientation of volunteer to job
- Ongoing support and resources
- Evaluation
- Reporting requirements

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Preparation/Orientation of Volunteer to Job

- Written job description
- Introductions to staff and volunteers
- Work area preparations
- Supervision and evaluation system explained
- Risk management issues handled
- Relevant policies and procedures shared

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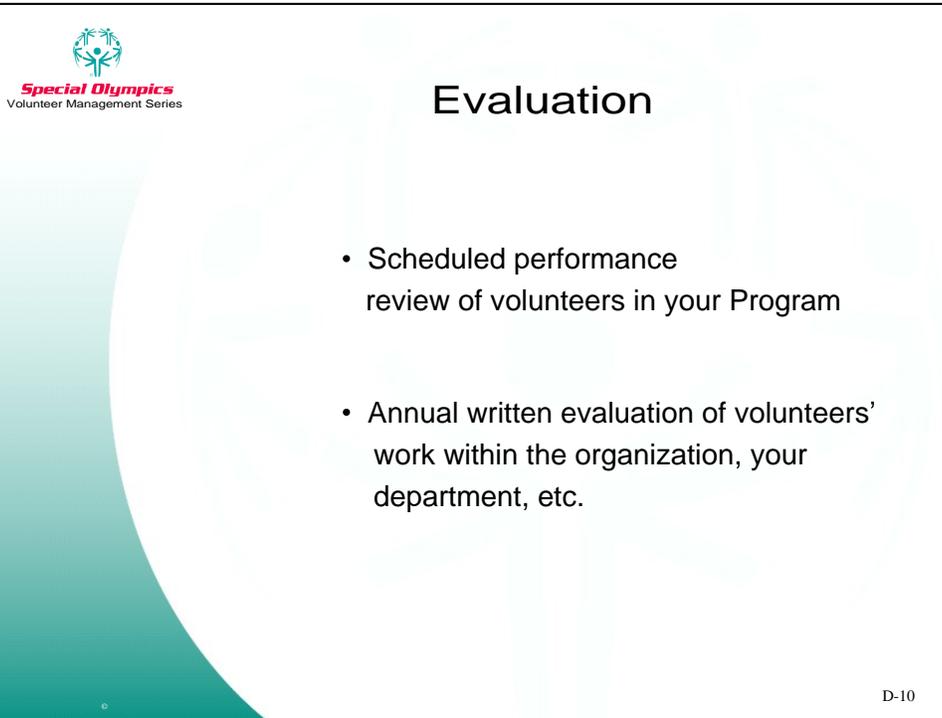


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Ongoing Support and Resources

- Training
- Coaching
- Appreciation
- Materials/information

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A slide titled "Evaluation" from the Special Olympics Volunteer Management Series. The slide features a light blue background with a large, faint "EVALUATION" watermark. On the left side, there is a decorative graphic consisting of a vertical gradient bar transitioning from light blue at the top to dark teal at the bottom, with a curved shape extending from the bottom right corner. The slide contains two bullet points and a footer.


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Evaluation

- Scheduled performance review of volunteers in your Program
- Annual written evaluation of volunteers' work within the organization, your department, etc.

D-10



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Reporting Requirements

- Individual and overall volunteer hours
- Impact of volunteer work
- Reports to Manager of Volunteers (and others)
- Periodic written volunteer reviews
- Others

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Key Concepts of Supervising Volunteers #2

People who are competent supervisors of
salaried and non-salaried staff share key
skills and characteristics.

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Skills of a Good Supervisor

- **Trainer/educator**
- **Team builder**
- **Delegation**
- **Planning**
- **Coaching**
- **Listening**
- **Conflict resolution**

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Skills of a Good Supervisor (continued)

- **Communication**
- **Confrontation**
- **Problem solving**
- **Evaluation/review**
- **Climate setting**
- **Sharing knowledge**
- **Setting standards**

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Personal Qualities of a Good Supervisor

- Trustworthy
- Consistent
- Models good behavior
- Positive attitude
- Empowering
- Supportive

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Key Concept #3

Although principles of supervision for volunteers and staff are very similar, there are some unique aspects of volunteer supervision.

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Supervision Activity

What are some special aspects of supervising volunteers which make the process unique and in some circumstances more difficult?

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Uniqueness/Differences in Volunteer Supervision

- Part-time basis
- Working at a distance
- Volunteers more free to leave if dissatisfied
- Good supervision may be new experience for volunteer
- Confusion over "Who is my supervisor?"
- Supervision may take more time for affiliation volunteers
- Difficult to confront a volunteer
- Volunteers may need more flexibility



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Key Concepts of Supervising Volunteers #4

Depending on formality, size and style of the organization, type of job, etc., supervision systems and methods can be quite varied.

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Supervision Methods

- Specific appointments at designated times
- Open time for scheduling appointments
- Monthly group or individual meetings
- Supervision by “walking around”
- Regular reports/phone calls to and from volunteers working off site

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Suggested Resources on Supervising Volunteers

On-Line Resources:

<http://energizeinc.com> Energize, Inc. is an international training, consulting and publishing firm specializing in volunteerism. Their goal is "to connect leaders of volunteers with resources, information and ideas generated from around the world."

<http://www.iave.org>. IAVE is "the only international organization with the mission to promote, celebrate, and strengthen volunteerism worldwide." The International Association for Volunteer Effort (IAVE) worked in close cooperation with the United Nations Volunteers and was a major contributor in establishing the International Year of the Volunteer.

<http://e-volunteerism.com/> The "Electronic Journal of the Volunteer Community," e-Volunteerism is a quarterly online publication that caters to volunteer leaders and managers.



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Participant Evaluation Form

Thank you for taking the time to share your evaluation of today's seminar. Your critique is valued and will be considered as we continually strive to improve our support to all personnel who team with volunteers.

The learning objectives in this workshop were: met partially met not met

- 1. Gain/review an understanding of the role of supervisor.
.....
- 2. Discover the similarities and uniqueness of supervising salaried versus non-paid staff..
.....
- 3. Assess their competence in the supervision skills and qualities of effective supervisors.
.....
- 4. Explore the various methods of supervising volunteers.
.....

Comments: _____

The session was: Yes No



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helpful	___	___
provocative	___	___
practical	___	___
well-paced	___	___
too short	___	___
too long	___	___

Comments:

The trainer was:	Yes	No
knowledgeable	___	___
prepared	___	___
organized	___	___
enthusiastic	___	___
good discussion facilitator	___	___

Comments:

In what ways can you utilize this material in your work?

What, if anything, do you plan to do differently as a result of this training?



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What additional information on this on any other topic dealing with volunteers would be helpful to you in your work?

What suggestions do you have to strengthen this workshop?

Further comments or suggestions:

NAME (optional) _____

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