



**Special Olympics**  
Volunteer Management Series

# SPECIAL OLYMPICS VOLUNTEER MANAGEMENT SERIES

# PERFORMANCE REVIEWS



# Learning Objectives:

- The process for volunteer performance review
- Purposes, benefits and barriers to instituting volunteer performance reviews
- Suggested procedures and tools
- Potential outcomes of performance reviews



# Key Concepts of Volunteer Performance Reviews

1. Successful performance reviews provide for a periodic opportunity for communication between a person who assigns work and the person who performs it.
2. There are numerous benefits to the volunteers and the Program when volunteer performance reviews are incorporated into the volunteer management system.



## Key Concepts (continued)

3. The components of a good volunteer performance review include:
  - Job description with success indicators
  - Mutually agreed upon outcomes
  - An implementation plan
4. Outcomes from volunteer performance reviews range from commendation to dismissal - by the Program or the volunteer.



# Key Concept #1

Successful performance reviews provide for a periodic opportunity for communication between a person who assigns work and the person who performs it.

Each party should discuss what they expect from themselves and each other and how well those expectations are being met.



# Essential Elements of a Volunteer Performance Review

- Volunteers learn about review system when they enter the organization
- Mutuality is key
- Performance reviews are based on previously agreed upon job description, standards, etc.
- No surprises



# Essential Elements of a Volunteer Performance Review (continued)

- The process can be formal or informal
- Gradually invite current volunteers to participate starting with a self-assessment
- Schedule a specific time for evaluation or it will continually be put off!



## Key Concept #2

There are numerous benefits to the volunteers and the Program when volunteer performance reviews are incorporated into the volunteer management system.





# Benefits of Volunteer Performance Reviews

- It is a good time for the Program to express appreciation for volunteer efforts and acknowledge accomplishments.
- It provides an opportunity for plans to be made to improve volunteer performance in the future.
- Send the message that volunteers are important and that both volunteers and the Program are held accountable to their agreements.
- Allows volunteers to express concerns and "escape" an unfavorable situation.
- Volunteer feels valued because they are received the same quality time and feedback as paid staff.
- Gives the supervisor the opportunity to address the questions and concerns of the volunteer and any of his/her own.



# Barriers to Volunteer Performance Reviews

## Barrier

## Strategies to Overcome

1. “Our staff doesn’t receive performance reviews”

Initiate staff reviews

2. “We have no policies on volunteer performance reviews”

Institute policies on performance reviews and dismissal

3. Current volunteers are resisting the idea

Involve them in developing the form and process



## Key Concept #3

The components of a good volunteer performance review include:

- 1) Job description with success indicators
- 2) Mutually agreed upon outcomes
- 3) An implementation plan



# Volunteer Performance Review

## ***Before the Session:***

- Have the volunteer fill out self-assessment
- Review volunteer's job description, goals, standards, etc.
- Do an evaluation on the job expectation versus performance

# Volunteer Performance Review

## ***During the Session:***

- Together, review job expectations
- Share positive feedback and appreciation
- Volunteer shares self-assessment and assessment of Program support
- Supervisor assesses volunteer's performance
- Discuss barriers to success for the volunteer
- Discuss future plans for the volunteer



# Volunteer Performance Reviews

## ***After the Session:***

- Write a signed report for volunteer's file
- Follow up on action plans or agreements



## Key Concept #4

Outcomes from volunteer performance reviews can range from commendation to dismissal - by the Program or volunteer.



# Low Volunteer Productivity & Morale

- Boredom and Idleness
- Fluctuating workload
- Lack of interest in the work
- Ill-defined assignments
- Inadequate supervision/training
- Resentment, overload, unrealistic deadlines
- Emotional stress and personal difficulties
- Erratic participation
- Lack of appreciation by staff
- Staff resistance to utilizing volunteers





# Dismissal

Remember... Dismissal is a two-way street.

A volunteer may just as easily “dismiss” a Program as a Program may remove the volunteer.



# Exit Interview Purposes

- Tracking
- Recognizing and thanking volunteers
- Locating problems within some departments, divisions, etc., in the organization
- Detecting recruitment problems (e.g., wrong person)
- Apologizing for any problems caused by the Special Olympics Program (keep good PR in community)
- Providing closure to the relationship



# Volunteer Dismissal by Special Olympics

- Special Olympics policies on dismissal, grievance, etc., should be explained during orientation
- Investigate violations before dismissal
- Handle with fairness and diplomacy.
- Notify staff that volunteer will no longer be working at  
the Special Olympics Program

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