

Tier III Training Draft

Course Description: This training will help Newfields leadership, in their department as part of their position and daily routine, embrace and enhance volunteerism and manage staff to create, maintain, and deepen positive relationships with volunteers.

Goal: To help staff who work manage both volunteers and staff to understand how to build positive, healthy relationships between the two and to

Materials Needed:

Content Outline:

- **Intro and Welcome**
 - *Why are we having this training?*
 - *This is the third and final level of training for staff in regards to Volunteer/Employee relationships. Following the audit of the Volunteerism Department that took place from August 2017 to June 2018, we have strived to improve volunteer and employee interactions and relationships.*
 - *The first part of this training, Tier 1, is aimed at all staff and focuses on basic interactions and the scope of what the Volunteerism Department does for Newfields.*
 - *The intermediate training, Tier 2, focuses on staff who work directly with volunteers on a regular basis and the differences between staff work design and volunteer opportunities.*
 - *This training, Tier 3, is for staff who directly oversee and manage volunteers. We want our managerial staff to understand how to integrate volunteerism, solve conflicts when they arise and to include both staff and volunteers in the decision-making process.*
- **Review of Tier 1 and Tier 2**
 - *Before we start the Tier 3 training, let's review what was covered in Tier 1 and Tier 2.*
 - **Newfields Mission**
 - *Our Mission: To enrich lives through exceptional experiences with art and nature.*
 - Ask participants how volunteers contribute to our mission. Discuss w/ notes on whiteboard.
 - **What Is Our Vision for Volunteerism?**
 - **Discussion:** Ask participants why we want to expand and grow our volunteer program? What do we gain from increasing the department's capacity? Write answers on whiteboard
 - *By increasing the capacity of the Volunteerism Department and Volunteer Program, we increase the capacity of the institution as a*

whole. As Newfields grows, there is little to no time for staff to complete certain tasks or assignments. Embracing volunteerism helps increase our capacity without staff feeling overworked. We want Newfields to be a place where volunteers and staff can rely on each other to help the campus and institution grow.

- **FLSA and Newfields**
 - **Discussion:** Ask participants what the FLSA is and how it relates to Newfields and volunteerism. Write answers on whiteboard.
 - *The FLSA is the Fair Labor Standards Act. It ensures that employees are guaranteed minimum wage, overtime pay, etc. Since volunteers are not paid employees, they are not covered by the FLSA and therefore cannot do the same work do the same work as an employee.*
 - *This holds the institution and the Volunteerism Department accountable for the opportunities we provide volunteers and that there is little overlap as possible between staff work design and volunteer assignments. If we let volunteers do the same work as employees, we would be liable for a lawsuit.*
 - *It is our responsibility to make sure that all work design is clear and has black and white differences for volunteers and staff.*
- **Volunteerism in Your Department**
 - *Consider what role your department plays within Newfields and why you have volunteers in your department. What roles do volunteers currently fill? Are there positions you believe are redundant or not working for your department? Are there potential positions that you could see volunteers filling?*
 - *For your department to start integrating more volunteers into it, you must be the ones to take the initiative and have the initial volunteer position descriptions come from you and your department. Once you have a basic outline, then you must have the Manager of Volunteerism review it to maintain consistency across the entire organization.*
 - *It is also a good idea to audit your volunteer positions in your department. This does not necessarily mean judging the volunteers themselves but the assignments that they fill. Are the volunteers in your department engaged and getting along with staff? Is there a position that is now redundant or needs to be updated? Are tasks that you think volunteers could perform that regular staff no longer time for?*
 - *How you evaluate what works and doesn't work will be dependent on how you run your team/department and what expectations you hold for your staff and volunteers. If all else, ask the Manager of Volunteerism if you believe something should change with volunteers and the roles they serve with your department.*

- **Activity:** What are goals and expectations that you want both volunteers and staff to fulfill and follow? Write participants answers on whiteboard.
- **Policies and Engagement**
 - *As an employee in a management position, it is your duty to make sure that both staff and volunteers follow Newfields policies. The key is to enforce these procedures in a positive manner and to layout expectations clearly. Volunteers are expected to follow the guidelines and policies laid out in the Volunteer Handbook, which they are given during their orientation and which can be found on the Newfields website.*
 - *We realize it can be hard to figure out how to communicate with and direct volunteers in your department since the relationship you are building with them differs from the ones you have made with staff and guests. You want to make sure they are following protocol and procedures but also want to make sure that they are being fully engaged and enjoying their time as a volunteer as well.*
 - *Some tips and reminders that can help with this:*
 - *Try to avoid using “work” language and verbiage when describing volunteers. Ex: Instead of job, opportunity or assignment.*
 - *Welcome them and say hello when they come in for their shift and thank them when they leave.*
 - *Take time to have one-on-one discussions with them about how they are doing and if they need any help with anything.*
 - **Activity:** Have participants list verbs/language that they might avoid when describing volunteer positions and ones that they should use in their place.
 - **Volunteers and The Decision-Making Process**
 - *It also can be difficult to decide when to include volunteers in on certain goings on when it comes to campus operations, staff meetings and the decision-making process. We want our volunteers to feel heard and included but sometimes there are certain meetings and tasks that they can't be present for and it is your call as managers to make that decision and to inform volunteers.*
 - *If you think it is a conversation/meeting volunteers would be interested in or that they could have some potential insight on, invite them and tell them what's going on. If it's something that they can't be a part of for some reason, there is no reason to bring it up in front of them. We want our volunteers to be included in our work and decision-making process, but we also must draw boundaries sometimes.*
- **Generational Trends and Differences**
 - *It is important to consider what generational and personality differences there might be between staff, volunteers and you. As discussed in Tier 2,*

our volunteers tend to be around retirement age while our staff is younger. The four generations we are typically seeing in our staff and volunteer programs are:

- *Baby Boomers (1946 –1964): Professionalism, tailored experiences.*
- *Gen X (1965 –1980): Loyalty, commitment to certain brands or organizations*
- *Millennials (1981 – 1996): Experiences over material goods, things that make them feel better about themselves*
- *Gen Z (1997 – present): tech savvy, value recommendations and multiple perspectives, prefer physical item over an experience*
- **Activity:** Ask participants why it is important to distinguish between different generations and write answers on the whiteboard.
- **Personality Differences**
 - *There are always going to be different personalities and work styles in your department, and some may work well together, and others might clash. You might not agree with how a volunteer does something, but you shouldn't immediately call them out on it or start arguing with them. Just have an honest, calm conversation and lay out expectations on both sides, what we expect of them and what they expect of us.*
 - *The key to dealing with difficult personalities is to be calm, patient and communicative. We want to make sure that both volunteers and staff feel that they are heard and that their opinion matters.*
- **Appreciation and Recognition**
 - Encourage and monitor staff in your department to consistently express appreciation to volunteers
 - *Volunteers are giving us their time and energy freely, so it is important that they feel appreciated and that their contributions matter. While staff should already be showing appreciation, it is good to remind them. Showing gratitude towards our wonderful volunteers means a lot to them, even if it is just saying, "Thank you for your help today." While that is hardly the maximum amount of effort, it is something and can help start the ball rolling.*
 - **Activity: How Can I Show Appreciation?**
 - Have participants think of ways that they can show appreciation to volunteers in their departments and ways they can get their team members and staff who work with them to constantly show appreciation.
 - *Volunteers are giving Newfields their time and energy and we want to let them know that their contributions aren't unnoticed or unappreciated. While the Volunteerism Department sets up events and such to show*

appreciation, it is just not up to them to show thanks. We could not run Newfields on the work of our employees alone, so it is vital that everyone understand and show gratitude to our hard-working volunteers.

- **Conflict and Intervention**

- Anticipate conflict among staff and volunteers in your department
 - *While we hope that conflicts of a severe nature do not happen, we want to be prepared in case they do. Newfields is committed to maintaining a positive work environment and ensuring that no employee or volunteer is subjected to any sort of harassment by another employee, volunteer, supervisor, guest or vendor.*
 - *Harassment includes, but is not limited to, slurs, epithets, threats, physical abuse, intimidation, derogatory comments, and unwelcome teasing or joking.*
 - *If you believe that you or one of your team members (including volunteers) is being harassed, you should immediately report the situation to the Manager of Volunteerism and the Assistant Director of Human Resources. We want our volunteers and staff to feel the Newfields is a safe, welcoming environment and that we are looking out for them.*
- **Expectations:**
 - *When volunteers go through the onboarding process, we lay out certain expectations that they must follow in order to be an effective and proactive member of our community here at Newfields. Such expectations include:*
 - *Arriving on-time to their shifts.*
 - *Notifying their supervisor and/or the Manager of Volunteerism if they are going to be late or cannot make a shift*
 - *Wearing appropriate dress and their badge when on duty*
 - *Being kind, courteous and welcoming with both guests and staff*
 - *Understanding Newfields' Non-Harassment, Confidentiality, Equal Volunteer Opportunity, and Non-Solicitation/Distribution policies.*
 - *Understanding that Newfields requires a background check to be completed on all prospective volunteers.*
 - *If a staff member in your department or team notices or believes that a volunteer is not following these policies and expectations, it is not their job to coach or police that volunteer. The staff member should instead report to their manager or supervisor, such as yourself, and express their concerns directly. This ensures accountability on both ends and that the proper procedures are being followed. This goes for volunteers expressing concerns about*

staff as well. We want to ensure that managers who oversee both volunteers and staff are open and available to both groups and can build bridges, and mediate when necessary, between the two.

○ **Corrective Action Process**

- *If a volunteer's conduct is not compliant with Newfields' guidelines and procedures, then steps will be taken by the Manager of Volunteerism prior to termination. An informal verbal warning may be given first if the concern is not as severe but if concerns continue to arise then a formal verbal or written warning will be given as well as possible coaching or counseling.*
- *Newfields reserves the right to terminate a volunteer's connection with the institution at any time. If corrective action is not adhered to, the volunteer will be removed from the Volunteer Program. Reasons for termination may include:*
 - *Harassment of other volunteers, staff and/or guests*
 - *Breaking Confidentiality policies*
 - *Theft of property or funds*
 - *Repeated no call or no show for scheduled assignments*
 - *Reporting to an event under the influence of alcohol or drugs*
 - *Gross misconduct or insubordination*

○ **Scenarios**

- **Scenario 1:** *A staff member in your department tells you that they believe that a volunteer has been stealing things from around your office space. At first it was small things like meals from the fridge and office supplies but now desk knick knacks, some cash and personal information has gone missing as well. The staff member says that things are going missing when a specific volunteer is on duty. What do you do?*
 - **Bad Outcomes:**
 - You do nothing
 - You brush off the employee's comments
 - You confront the volunteer in the middle of their shift or in front of everyone else
 - **Good Outcomes:**
 - You inform HR and Security.
 - Ask others in the office if they have noticed things going missing.
 - Meet with the volunteer one-on-one privately with the Manager of Volunteerism and possibly HR.
- **Scenario 2:** *You notice that a volunteer and a staff member don't agree a lot when working together and are cordial to each other at best. They have started to argue with each other in front of other*

staff members and volunteers, which has left them and everyone around them in bad moods. What should you do?

- **Bad Outcomes:**
 - Leave things as is and hope things work out on their own.
 - Take sides
 - Confront them in the middle of the office with everyone watching
- **Good Outcomes:**
 - Talk to the volunteer and staff member individually and ask to hear both their sides of the story
 - Inform HR and Manager of Volunteerism
 - Provide coaching for both parties
- **Scenario 3:** *An employee meets with you and tells you that a volunteer has making derogatory comments and unwelcome jokes towards some of the female staff. When you talk to the volunteer privately with the Manager of Volunteerism, they deny making any such comments. What do you do?*
 - **Bad Outcomes:**
 - Do nothing else.
 - Tell the staff member they are wrong.
 - Kick the volunteer out in front of everyone
 - **Good Outcomes:**
 - Ask HR to come weigh-in on the situation
 - Ask other staff members privately to verify the original employee's concerns
 - Follow the Corrective Action Process
- **Scenario 4:** *A volunteer in your department was continually showing up late or not showing up at all without warning. You and the Manager of Volunteerism ultimately decided to let the person go from the Volunteer Program. They did not complain when they were terminated but it has now been several months since then and they have been consistently contacting you and asking if they can have a second chance. What do you do?*
 - **Bad Outcomes:**
 - Ignore them
 - Angrily email them back
 - Let them back in without hesitation
 - **Good Outcomes:**
 - Consult with the Manager of Volunteerism and decide what to do together
 - If you do let them back, lay out expectations clearly and explain there is not a second chance after this

- If you do not let them back, inform them why, clearly as possible, etc.
- **Appraising and Re-Training Staff**
 - *It is not always going to be easy or smooth sailing when staff and volunteers work together. There will be disconnect and misunderstandings at times and it is up to all parties to be accountable when trying to create, maintain and renew positive relationships. However, staff who make the extra effort to strengthen these relationships should be appraised and recognized. Those who take the time to talk with, listen to and genuinely engage with our volunteers deserve to be rewarded.*
 - *If a staff member helps a volunteer with a difficult assignment or situation, thank them at the end of the day. Make a note of it in their performance review. Let them know they are doing a great job! This encourages staff to keep on doing the same positive, proactive actions and to pay it forward!*
 - *However, there will be staff who struggle to create those types of relationships. Don't overly chastise them about it or scold them in front of others but remind them that interacting with volunteers is part of everyone's job here at Newfields. Make a note of it in their performance review. Meet with them one-on-one and talk about why they might find it hard to make a connection. Set the example of thanking and being welcoming towards volunteers! We are counting on all employees to do more than the bare minimum and exceed our expectations.*
- **Conclusion**
 - *For Newfields to achieve its mission, each of you must commit to applying what you have learned in this training to your daily work world. We want our organization to be a place where volunteerism not only works within the institution but excels.*
 - *We realize it can be hard sometimes when you must oversee both volunteers and staff though. There are different protocols and procedures when interacting with both and everyone has a different work style and expectations. The best thing you can do is be patient and to listen.*
 - *Taking the time to develop and maintain good relationships with volunteers is not only an expectation we have for staff but a foundation that we have built Newfields on. We want all members of our community here to feel that they have a voice and that their contributions to our organization matter. Newfields could not be where it is without the work and excellence of our volunteers, and continually recognizing that is how we make our institution even better.*