

2010-2011 Volunteer Development Plan

In the fall of 2009, members of the Volunteer Development Department, along with five volunteers from the Volunteer Development Advisory Group, AFS-USA's training team, and staff from AFS-International and AFS-Germany created an impact statement, which outlines our ultimate vision for volunteer development and which will be the driving force behind our work during the next two years:

*By creating engaged learning communities that inspire empowered, enthusiastic volunteers,
AFS-USA will achieve growth and quality in program delivery*

Since that time, the details of the plan have been further developed, so as to encompass the key volunteer development priorities in the AFS-USA Business Plan:

1. Strengthen the volunteer base and nurture the volunteer voice of AFS-USA; retain, grow, and develop the current volunteer force. Increase decision-making by volunteers.
2. To expand our presence in the United States, or our footprint, shift more focus back to local chapters. Work to engage new volunteers in both existing chapters and new ones.
3. Improve our training of volunteers.
4. Utilize technology to improve the strength and efficiency of our volunteer base. Global Link will be implemented, and is expected to allow for more efficiency.
5. Improve communication with and recognition of the volunteer base.
6. Work to leverage returnee engagement where feasible in the country, as well as leveraging interest in AFS among educators and interested supporters.

Overall Key Performance Indicators for Volunteer Development in 2010-11:

- Increased number of newly registered and re-registered volunteers in current chapters and Area Teams, especially the number of local hosting volunteers, sending interviewers, and liaisons
- Increased number of volunteer driven projects
- Increased volunteer diversity by age
- Increased community presence, through increased number of functioning affiliated and unaffiliated chapters

Overall Key Performance Indicators for Expanding our Footprint:

- Number of new schools supported by local volunteers
- Number of students sent and hosted from these schools

Priority #1: Strengthen the volunteer base and nurture the volunteer voice of AFS-USA; retain, grow, and develop the current volunteer force. Increase decision-making by volunteers.

Objective	Timing/ Quarter	Who is responsible	Expected Outcomes & Key Actions/ KPIs
Creation of tools and processes for on-going monitoring of volunteer team performance as well as individual volunteer performance	3	Volunteer Structure Comm, National Council (NC) , Vol Dev Dept	<ul style="list-style-type: none"> • Volunteer individual performance management and volunteer team management policy and process transitioned to be volunteer responsibility at appropriate levels. • Volunteer Management Policy communicated to volunteers and staff. Trainings conducted in all AFS-USA offices for staff and for volunteers at Chair Training in January 2010. • 2010 NVA approves criteria, process and follow up for new Area Team and Chapter assessment tool. Assessments are launched.
Increased volunteer participation both within functional areas such as hosting, sending, support as well as in additional organizational priority areas.	4	NC Committees and Adv Groups	<ul style="list-style-type: none"> • Five distinct projects or initiatives conceived and driven by volunteer committees • Ten advisory groups and/or task forces are underway in 2010 with results/action items to be presented at the 2011 NVA.
Continue to strengthen new governance structures	2 2 2 4	NC Nominating & Governance Comm. NVA Planning Committee NC, Dev and Ed Committee Vol Dev Dept & Vol Structure Comm	<ul style="list-style-type: none"> • 3 new National Council members elected and oriented between April and June. • Successful 2010 NVA implemented by the National Council. • National Council receives positive (very good or excellent on majority indicators) evaluation by the 2011 NVA delegates as well as on their own self evaluation. • All Area Teams have a Chair and Chair-elect in place in 2010 and all Chapters have Chairs and Treasurers (when required). In all cases where Chair 2 year terms scheduled to end in 2011, smooth transition of power occurs to current chair-elects and election processes in place for new Chair-elect.
Implement development plans in “priority” teams and chapters around the US (this objective relates to both priority #1 and #2)	Ongoing Fall 2010	Vol Dev Mgrs and Coords Vol Dev Mgrs and Coords	<ul style="list-style-type: none"> • Priority team plans, with specific goals and objectives, to be completed in early March; work on implementing plans will be ongoing throughout 2010..for specific expected outcomes see individual team plans • Each regional volunteer development team pilot at least 2 specific chapter start-up events to assist local volunteers. • Review results and learnings in “priority” teams and work with regional

			<p>functional staff to identify high priority teams and outline goals and plans for meeting the vol dev needs in those teams in 2011</p> <p>Expected Outcomes overall:</p> <ul style="list-style-type: none"> • 25 re-activated or new Chapters are chartered in priority communities/teams, to help ensure success in 2010 hosting and sending goals. Focus during first half of 2010 will be on strengthening weak areas as to ensure success in 2010 and 2011.
Improve volunteer leadership and management capabilities through launch of the “Everyone Ready” online volunteer management program	<p>March 2010</p> <p>Bimonthly</p> <p>Bimonthly</p> <p>Monthly</p>	<p>Vol Dev Mgrs and Director</p> <p>Vol Dev Mgrs</p> <p>Vol Dev Mgrs</p> <p>Vol Dev Director</p>	<ul style="list-style-type: none"> • “Everyone Ready” communicated in all volunteer newsletters • At least 6 “Everyone Ready” workshops conducted in each regional office to promote discussion of monthly topics and discuss how the topics can be applied to AFS-USA • Conference calls and other communication with volunteer leaders, to promote usage and discussion of Everyone Ready • Tracking volunteer and staff participation in Everyone Ready – By the end of 2010, determine whether or not to renew subscription in 2011. • Conduct impact evaluation with volunteers that participated
Provide appropriate support to further develop Area Team and Chapter leadership volunteers	Ongoing	Vol Dev Mgrs and Coords	<ul style="list-style-type: none"> • Vol Dev Mgrs continue to be the primary staff contact for AT and Chapter Chairs • Vol Dev Coords continue to be the primary staff contact for AT and Chapter Vol Coords • Vols are satisfied with the support they receive from Vol Dev staff as evidenced by vol survey • Vol Dev staff will successfully assist with and resolve team issues, when help is requested as evidenced by vol survey
All Area Teams to meet AT criteria	Dec 2010	Vol Dev Mgrs and Coords	<ul style="list-style-type: none"> • As of the fall of 2009, of the 64 current Area Teams, only 14 met the criteria established in the fall of 2008. Of the other 50 area teams, 9 needed to charter two chapters by the end of 2010 and 10 more need to charter one additional chapter by the end of 2010. • By end of 2010, all ATs and Chapters will need to meet vol structure criteria – or criteria will need to be reviewed and adjusted by NC
Implementation of field finance changes	June	Vol Resource Mgr, Field	<ul style="list-style-type: none"> • All chapters and ATs move their funds to either Bank of America or

impacting chapters and area teams		Finance staff	Wells Fargo by deadline. <ul style="list-style-type: none"> • Successful roll out of bi-annual co-support payment process.
Chapter and area team chartering launched	March	Vol Resource Mgr	<ul style="list-style-type: none"> • 100% of current Area Teams and Chapters complete new chartering process in 2010 and comply consistently with financial reporting requirements. • National Council approves chartered ATs and Chapters at April 2009 NC mtg

Priority #2: To expand our presence in the United States, or our footprint, shift more focus back to local chapters. Work to engage new volunteers in both existing chapters and new ones.

Objective	Timing/ Quarter	Who is responsible	Expected Outcomes & Key Actions/ KPIs
Recruit, hire, and train 10 new part-time Volunteer Community Development staff to implement specific chapter, infrastructure and overall volunteer development plans tailored to the specific weaknesses and potential opportunities in each area assigned.	2 2 3 2010 2011	Vol Dev Dept	Key Actions: <ul style="list-style-type: none"> • Community Development Staff hired and trained by May 2010 • Community Developers develop plans for designated areas by end of May 2010 with specific goals to achieve within each team in terms of volunteer recruitment, training, organization and leadership. • Initial results reviewed in Fall 2010 and plans will be adjusted accordingly Expected Outcomes: <ul style="list-style-type: none"> • At least 10 new chapters in 2010, and an additional 10-20 new chapters in 2011. • By 2011 evidence of increased participant volume in designated CD areas.
Development of improved volunteer integration and retention processes - Critical to the success of any current and future volunteer recruitment activities. Without improved volunteer lead management, integration, and retention, we will not have the level of success we need with our other volunteer development activities.	Process outlined in 2010 and implemented in 2011?	Vol Resource Mgr and Vol Dev Advisory Group	Key Actions: <ul style="list-style-type: none"> • Process review completed • Plans developed and implemented • Programming completed in Global Link
Every AT & unaffiliated chapter to recruit and integrate two new hosting volunteers by June 2010, for a total of 200 additional hosting vols above and beyond the baseline that is created from doing an initial assessment with all teams in December 2009.	2 2 2	Vol Dev staff /Hosting Staff Hosting/Marketing staff ODLS/ Hosting staff	Key Actions: <p>Recruitment of up to 200 new “Host Family Recruiter” volunteers. Distribution of hosting “toolkit” to all hosting vols who request it in late March 2010.</p> <p>Develop and deliver standard training module for local host family recruiter trainings to include both in-person and online component</p> <p>Evaluation to determining effectiveness of this project in terms of families recruited</p>

	3 4 October 2010	Hosting/ODLS/Vol Dev staff Hosting/Vol Dev Staff	Retention rate of approximately 75% of the local hosting volunteers recruited in 2010 will begin 2011 recruitment at the end of this year. In addition, a review and assessment will need to be done in the fall of 2010, to determine if additional hosting volunteers are needed for 2011 and, if so, where and how many, so a recruitment and development plan can be finalized in the Fall of 2010 .
Increase the number of volunteers engaged in sending	2	Sending and Vol Dev Depts	110 new Sending Interviewer volunteers recruited, trained and contributing to 2010 sending goal.
Increase the number of volunteers engaged in support	3	Support and Vol Dev Depts	Work with Participant Support staff to review the current actual number of liaisons for NH2009 hosted participants and develop a plan to support the recruitment of up to 200 additional volunteer Liaisons above the baseline.
Increase the number of volunteers engaged in sponsored programs	3	SP and Vol Dev	A volunteer development position is in place which focuses on Sponsored Program cluster development and integration. Four new cluster locations developed in 2010, for deployment in 2011-12 class.
Appropriately manage and adjust the annual volunteer registration process, to ensure ease and efficiency of registration, within all compliance requirements	Ongoing July 2010	Vol Resource Spclt & Vol Reg Asst's	<ul style="list-style-type: none"> • Hire 2 new part-time Vol Reg Assistants, to take all vol reg processing duties – including management of the vol.reg@afs.org email account and processing all vol reg and re-registration requests • Hire 2 part-time seasonals, from July-October, to help during the peak vol reg/re-reg seasons • Vols will be able to complete vol reg process in a satisfactory timeline and their satisfaction with the process will be reflected in annual vol satisfaction survey
Collecting/updating/posting all volunteer position descriptions	3	Vol Dev Spct and Mgr	<ul style="list-style-type: none"> • All volunteer affiliations have complete position descriptions and are in a consistent format • All position descriptions are posted on www.afswiki.org

Priority #3: Improve our training of volunteers.

Objective	Timing/ Quarter	Who is responsible	Expected Outcomes & Key Actions/ KPIs
Training programs and materials provided for all new and continuing volunteers as they take on basic and intermediate roles in hosting, sending, support and orientations;	4 3 2 3	ODLS Team, E-learning Specialist and Vol Dev Dept. E-Learning, Vol Dev Dept /Manager of Compliance ODLS Team ODLS/E-learning/Support **Vol Dev Advisory Group should be consulted throughout this process and their input should be provided to plans	<ul style="list-style-type: none"> • A systematic curriculum and delivery system for volunteer training is established including but not limited to creation of 25 e-learning modules. • New Volunteer Orientation e-learning program launched as part of volunteer registration and is able to be tracked in Global Link • PDO Training of Trainers workshop (train 25 Pre-Departure Orientation leaders as facilitators of experiential learning). • On-line mandatory liaison training launched allowing AFS to be “in compliance” in regards to training (at 90%) in the training area <p>**All of these trainings need to be tracked in Global Link</p>
Update Volunteer “Passport” Guides and other manuals	January March Spring Summer TBD	Vol Resource Mgr	<ul style="list-style-type: none"> • Complete update of Treasurers Manual, to reflect changes in Field Finance processes • Update “Passport to Hosting” • Update “Passport to Volunteering” • Update “Passport to Sending” • Update “Passport to Healthy Team” and “Passport to Support”
AT & Unaffiliated Chapter Chair and Treasurer Training	January	Vol Dev and Field Finance staff	Participants learn about their roles, the vol mgmt policy, field finance changes, etc
AT Vol Coord training	Fall 2010 To be done in conjunction with hosting vol training in November?	Vol Dev Staff	Training for AT Vol Coords, in order to get VCs more involved in local volunteer planning, recruitment, and integration efforts

Priority #4: Utilize technology to improve the strength and efficiency of our volunteer base. Global Link will be implemented, and is expected to allow for more efficiency.

Objective	Timing/ Quarter	Who is responsible	Expected Outcomes & Key Actions/ KPIs
Manage all volunteer leads in conjunction with volunteer teams through Global Link.	TBD	Vol Resource Mgr and Vol Dev Mgrs	Vol lead management process designed and implemented, using Global Link
All existing 30 Area Team websites are improved if needed, branded and in compliance. The remaining AT and unaffiliated chapters are provided with help/templates to develop their own sites from AFS-USA or a landing page linked to AFS-USA.	3	Marketing	Standardized format/ templates created All current AT and chapter websites follow the standardized format for their websites, so as to ensure consistent branding across the organization
Volunteers will be able to use one login and password to access all applications as they are developed.	1 1 4	Vol Dev/IT	Everyone Ready accessible through Global Link e-Learning modules accessible through Global Link AFS Wiki sign-in available through Global Link (?)
Volunteer usage and satisfaction with the Wiki is increased as primary “AFS library and Communication Depository as evaluated by a volunteer survey	4	NC Communications Committee Vol Dev Dept	Continue to include Wiki “tips” in the monthly “Coming Together” newsletter Important news items, other updates continually posted on the wiki, with links to articles in departmental volunteer memos, newsletters, etc Baseline of “satisfaction” to be determined by annual volunteer satisfaction surveys and then progress will be measured in future years
Redesign volunteer page(s) on AFS-USA website (as overall website re-design project)	2	Vol Resource Specialist	Volunteer pages have more info about the following: <ul style="list-style-type: none"> • Benefits of Volunteering • Profiles of certain AFS-USA volunteer • Steps to Becoming an AFS Vol • Info about Volunteer Positions/ roles

	2		Volunteer section of AFS-USA website is redesigned and launched with new features (blog, videos, profiles,). DVDs on new website features are made available to every AFS-USA Volunteer
Global Link allows for more efficiency	4	GL Super Users & IT Staff	<p>One major volunteer enabled function in Global Link added each quarter, total of 4 in 2010. Priorities for Vol Dev include:</p> <ul style="list-style-type: none"> • Vol Lead Management process • On-line area team and chapter chartering process • Separation of org module • Data transfer needs when creating, updating, changing current vol org units • Usage and completion tracking for online modules • Tracking the work of specific teams/groups of vols

Priority #5: Improve communication with and recognition of the volunteer base.

Objective	Timing/ Quarter	Who is responsible	Expected Outcomes & Key Actions/ KPIs
Improve communication with the volunteer base	4	Vol Dev Staff	25% increase in readership of redesigned monthly volunteer newsletter, "Coming Together," from current 35-40%.
	1	Volunteer Communications Committee, NC	The Communications Committee's overall plan to strengthen communication with volunteers is implemented. One example being that links are created between National Council members and all NVA delegates with an established regular pattern of communication.
Improve Recognition of the Volunteers through support of the National Council Volunteer Recognition Committee	2	Volunteer	Volunteer Recognition is significantly enhanced by:
	3	Dev staff and Vol Recognition	<ul style="list-style-type: none"> • 2010 Galatti Award presented at NVA • Six AFS Team Tribute Awards awarded
	4	Committee	<ul style="list-style-type: none"> • An Area Team/Chapter is recognized for exceptional and outstanding service that benefits AFS-USA in more than one area, i.e. establishing a new chapter.
	4		<ul style="list-style-type: none"> • The AFS-USA Mission Award, is given to an individual who holds or has held a volunteer leadership role at the Chapter, Unaffiliated Chapter, Area, Regional or National Level (Example – AT or Chapter Chair, National Council member etc)
	4		<ul style="list-style-type: none"> • Volunteer Recognition Online Toolkit is implemented providing volunteers with recognition ideas, tools, and resources (includes products from the AFS store, links to templates, recognition calendar that includes important AFS dates). • AFS celebrates National Volunteer Week by sharing local volunteer recognition events
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Priority #6: Work to leverage returnee engagement where feasible in the country, as well as leveraging interest in AFS among educators and interested supporters.

Objective	Timing/ Quarter	Who is responsible	Expected Outcomes & Key Actions/ KPIs
Work to leverage Returnee engagement where feasible in the country.	3&4 2011	NC, Returnee Initiative Vol Dev Dept NC, Returnee Initiative Vol Dev Dept	<ul style="list-style-type: none"> • A minimum of three concrete projects under the direction of the Returnee Initiative Group are implemented. • The World Café being designed by AFS International will be a key tool utilized to connect with returnees in a new way. • At least 100 more returnees volunteering than we currently have (need to improve this tracking in Global Link)