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Fall 2021

### Improving Volunteer Retention with Nonprofit Organizations Through Implementing Onboarding Training

Tawanda Lashone Carpenter

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# **Consultancy Project Executive Summary**

Organization:	Gardner-Webb University College of Education
Project Title:	IMPROVING VOLUNTEER RETENTION WITH NONPROFIT ORGANIZATIONS THROUGH IMPLEMENTING ONBOARDING TRAINING
Candidate:	Tawanda Lashone Carpenter
Consultancy Coach:	Dr. Dale Lamb
Defense Date:	November 15, 2021
Authorized by:	Susan Cox, Director of Community Support and Nutrition Program

## Approval

This consultancy project was submitted by Tawanda Lashone Carpenter under the direction of the persons listed below. It was submitted to Gardner-Webb University College of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

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Dr. Dale Lamb, Faculty Advisor  
Gardner-Webb University

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Date

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Susan Cox, Director of Community  
Support and Nutrient Program

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Date

## **Acknowledgements**

Jeremiah 29:11 says, “For I know the plans I have for you, declares the LORD, plans to prosper you and not to harm you, plans to give you hope and a future.”

Not in my wildest dreams did I ever imagine this would happen. Thank you to my Lord and Savior Jesus Christ for giving me the strength through your trusting words of wisdom to stay on this journey. I dedicate this Doctor of Education degree in memory of my mother Tangra Kay Carpenter and my grandmother Mary Smith Carelock. I know both of you are in heaven saying, “Go get 'em slim.” I know you are not here with me, but your courageous spirit will forever dwell in me. To my sister Wendy Carpenter, thank you for being an inspiration to me as you know all too well this journey. To my dearest friend Terry Matthews, thank you for your insight into a topic that is near and dear to my heart. To my friend Tonia Hamilton (Tanyaaa), lady, I especially want to say thanks for being my second eyes and making edits to my papers. To Ryan Marshburn, thanks for entertaining me in my discussion board questions and giving me insight on topics that were beyond my reach. To Ms. Susan Cox, thank you for always saying yes, and I certainly thank you for saying yes to this project and going along with me without ever complaining.

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## **Abstract**

IMPROVING VOLUNTEER RETENTION WITH NONPROFIT ORGANIZATIONS THROUGH IMPLEMENTING ONBOARDING TRAINING. Carpenter, Tawanda Lashone, 2021: Consultancy Project, Gardner-Webb University.

Many nonprofit organizations are staples in the community as they provide services for disadvantaged and marginalized groups that seek services that are not easily accessible to them through for-profit organizations. Hence, the retention of volunteers is a challenge for many nonprofit organizations as they depend on volunteers to assist with the day-to-day tasks that cannot be accomplished by paid employees (Garner & Garner, 2011).

During the time of this project, One Step Further, Inc. (OSF) Community Support and Nutrition Program (CSNP) was faced to deal with the national pandemic of COVID-19, leaving this organization to depend on paid staff exclusively. As a result, my project explored the retention of volunteers and analyzed why some volunteers continued their volunteer efforts with the organization, while other volunteers ended theirs when the assignment reached completion. To meet the needs of Guilford County's homebound population with grocery assistance, OSF CSNP welcomed the implementation of a consultancy project to learn and examine the nature of retaining volunteers. As a result, the goal of the project was to ensure that paid staff and volunteers would have a better understanding of the roles and expectations of volunteers and improve communication by allowing volunteers to have a voice in determining their duties and responsibilities.

*Keywords:* volunteer, retention, nonprofit organizations, paid full time-employee, One Step Further participant

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## 1 Introduction

### 1.1 Project Purpose

The purpose of the project was to address the retention of volunteers within nonprofit organizations. One Step Further, Inc. (OSF) Community Support and Nutrition Program (CSNP) staff and volunteers are essential to Guilford County residents. It is critical that staff and volunteers perform at their highest level as many Guilford County residents depend on their services in delivering and distributing food. The CSNP staff must be willing to address and dedicate time to focus on their leadership skills, thereupon improving or addressing areas of improvement such as customer service to meet the need in the retention of volunteers.

OSF has a main office that is based in Greensboro, North Carolina. Serving the citizens of Guilford County and Alamance County, OSF is comprised of eight programs: Adult Mediation Services, Juvenile Mediation Services, Guilford and Alamance County Teen Court, Guilford and Alamance County Juvenile Community Service-Restitution, the Community-Offender Resource Program, Family Factor, Guilford and Alamance County Junior/Senior Life Skills, and CSNP. Each program aligns with the program's mission of Serving and Strengthening our community one step at a time; however, the focus of this consultancy project explored improving volunteer retention with nonprofit organizations through implementing onboarding training.

### Technical Terms and Definitions

Volunteer: "Is giving of one's talent, time, and energy to individuals, groups, communities, or organizations without compensation" (Gibelman & Sweifach, 2008, p. 53).

Retention: The rate at which a company can keep consistent, long-term employees (<https://www.sage.com/en-us/blog/glossary/what-is-retention/>).

Nonprofit organization: "Nonprofit organizations (NPOs) are organized to provide social services to others without regard to earning a profit; rather, they use funds generated to provide more services" (Jacobs & Polito, 2012, p. 31).

Paid full-time employee: Anyone who receives benefits and salary and works 40 hours per week.

Paid part-time employee: Anyone who works less than 30 hours per week and receives monetary compensation.

### 1.2 Associated Documents

Associated documents not located within the body of this Executive Summary will be found in the Executive Summary appendix:

- Appendix A–OSF Organizational Chart
- Appendix B–CSNP Organizational Chart
- Appendix C–OSF Brochure
- Appendix D–CSNP Volunteer Onboarding Handbook



- Appendix E–Professional Literature Review

### **1.3 Project Plan Maintenance**

This consultancy project began in the fall of 2019 as a partnership between me and OSF. The initial plan was to explore the retention of volunteers with all eight OSF programs; however, with the outbreak of the COVID-19 pandemic, the director of CSNP decided to examine the retention of CSNP. The project plan was updated as milestones were completed each semester. Changes took place in the following order:

- Complete milestones
- Share with CSNP director and gather feedback where needed and/or applicable; and
- Submit to consultancy coach; final copy shared with the partnering organization.

## 2 Project Scope

### 2.1 Outline of Partnering Organization's Objectives

#### 2.1.1 Objectives

Objective 1: Increase retention of volunteers (especially millennials).

\*Strategies

- Revise onboarding process
- Develop a relationship with local universities and colleges

Objective 2: Foster a relationship and collaborate with strategic business partner organizations (Target, Tanger Outlet, and Bank of America)

\*Strategies

- Revisit current partnership
- Update partner organizations of OSF services
- Update and revise marketing materials

Objective 3: Develop best practices for OSF/CSNP

\*Strategies

- Research best practices for recruitment and retention of volunteers
- Develop training for new volunteers
- Update guidebook for volunteers (pamphlets or brochures including opportunities for volunteers)

#### 2.1.2 Success Criteria

The success of this project will be measured by the implementation of the objectives and strategies. In addition, CSNP staff will have an opportunity to participate in the volunteer onboarding activities that will support their retention of volunteers. Last, CSNP will conduct a quarterly evaluation of staff and volunteers of the onboarding process.

#### 2.1.3 Risks

The greatest risk for this project was the COVID-19 pandemic. Due to North Carolina COVID-19 guidelines, maintaining social distance and wearing protective face masks were highly recommended, especially for individuals who were not vaccinated.

### 2.2 Outline of Student's Objectives

#### 2.2.1 Objectives

To utilize my transferable skills around program development, recruitment, and building relationships with community partners while gaining nonprofit organization experience. In addition, my main responsibility was to ensure that work on the project aligned with OSF's mission.

### **2.2.2 Success Criteria**

The success of this project was measured by my knowledge of retention and recruitment; program development; implementation in the areas of human services organizations, K-12, higher education (postsecondary), and nonprofit organizations; and development and understanding of best practices.

### **2.2.3 Risks**

The greatest risk for this project was the COVID-19 pandemic. Due to North Carolina COVID-19 guidelines, maintaining social distance and wearing protective face masks were highly recommended, especially for individuals who were not vaccinated.

## **2.3 Definitive Scope Statement**

The overall scope of this project was to create an onboarding training program for a new volunteer that focused on best practices for recruitment and retention. In addition, this project will be responsible for assisting OSF in collaborating with strategic business organizations to increase the volunteer database.

### 3 Deliverables

#### 3.1 To Partnering Organization

<b>Deliverable</b>	<b>Due Date</b>
Onboarding research for volunteer retention within nonprofit organizations	September 20, 2019
Volunteered with agency	November 24, 2020
Confirmed volunteers and staff participants for interviews and surveys	June 1, 2021
Confirmed Handbook content	July 8, 2021
Revised Goals and Objectives	July 13, 2021
Confirmed volunteers and staff participants for interviews and surveys	
Volunteer onboarding surveys sent	June 21, 2021
Volunteer onboarding interviews conducted	July 26 -30, 2021
Review current volunteers' surveys	August 9, 2021
Make contact with UNCG and NC A&T State University to stay abreast of any upcoming volunteer events	August 10, 2021
Second draft of brochure	August 13, 2021
Final draft of brochure	August 27, 2021
First draft of volunteer onboarding handbook	August 16, 2021
Second draft of volunteer onboarding handbook	August 23, 2021
Final draft of volunteer onboarding handbook	September 30, 2021

#### 3.2 From Student

<b>Deliverable</b>	<b>Due Dates</b>
Results of volunteers' surveys	August 2021
Results of culture's survey	August 2021
Existing volunteering documents related to recruitment, selections, and onboarding	As needed
Action Plan	November 2021

## 4 Project Approach

### 4.1 Project Lifecycle Processes

The process for the onboarding consisted of six phases:

Phase 1: Initial proposal (Spring 2019–Fall 2019)

- Initial project was terminated due to organization's budget cuts and change in college administration.
- New project proposal and approval were accepted with OSF.
- Schedule meeting with OSF director of CSNP to discuss OSF's challenges.
- Based on conversation, director concluded the primary challenge was retention of volunteers.
- Director submitted proposal to OSF Board of Directors for approval of consultancy project.
- Created the initial project team.
- Scheduled time to volunteer with agency to gather a better understanding of program's needs

Phase 2: Research and survey collections and staff and volunteer interviews (Spring 2020–Summer 2020)

- The initial project focus was to access the retention of all OSF programs that relied on volunteers; however, due to COVID-19, the project's focus was changed to focus on the retention of volunteers with the CSNP.
- Conducted unofficial Denison Organizational Culture Survey (DOCS) to determine the culture of the program.
- Based on the Comprehensive Technology Needs Assessments, the results concluded there is no database to keep volunteer information stored. As result, this affects the retention of volunteers. In addition, this assessment pointed out that most millennials communicate primarily through technology, which might be a contributing factor as to why OSF cannot retain younger volunteers.
- PRIMO-F model provides the structure for SWot.
- PESTLE analysis model provides the structure for swOT. (<https://rapidbi.com/primo-f-model-for-business-development/>)
- Met with director of CSNP as needed.

Phase 3: Identified research methodology (qualitative and quantitative mixed methodology; Fall 2020)

- Identified literature review research articles.
- Concluded findings (identified Volunteer Functions Inventory [VFI] as the most used inventory when collecting data based on volunteer needs, motives, best practices, etc.).

- Completed literature review (write up).
- Continued to volunteer with OSF CSNP.

Phase 4: Best practices/onboarding (Spring 2021)

- Researched best practices for nonprofit organization volunteer recruitment and retention.
- Because of the COVID-19 guidelines, conducted all meetings and interviews via zoom.

Phase 5: Revised goals and objects (Summer 2021)

- Scheduled bi-weekly meetings with director to share consultancy project updates and concerns.
- CSNP expanded, therefore goals and objectives of project changed to exploring reconnecting with organizations such as Belk, Tanger Outlet, and Target to seek the need and help of volunteers.
- Sent out surveys to staff and volunteers of OSF.
- Scheduled interviews with staff and volunteers.
- Collected survey results.
- Completed draft of brochures.
- Completed first draft of volunteer onboarding handbook.
- Schedule time to receive feedback from volunteers and staff on the volunteer handbook and OSF brochure.

Phase 6: Implementation (Fall 2021)

- Researched best practices for volunteer recruitment and retention for nonprofit organization.

## 4.2 Project Management Processes

The management of this project was completely led by me. I was the leader for all project work including scheduling meetings, project timelines, and communicating with the consultancy site supervisor and consultancy coach. All milestone documents and research data that required me to upload their content were housed on blackboard under the respective course code folders to which my consultancy coach had access; hence, all project documents and research data were housed on my personal thumb drive and my personal computer files.

Completed milestones were not shared with the site supervisor mainly because information was accessible via the OSF's website, which is monitored by the director of CSNP. Based on an initial conversation, this information was conveyed to me by my site supervisor.

As the final phase of the consultancy began, I scheduled bi-weekly meetings to share updates, review goals and objectives, and gather feedback on the table of contents section summary. Additionally, during these bi-weekly meetings, I

presented any changes to the project plans, timelines, or implementation to the director of CSNP. Because of board approval for this project, there was never a need for the site supervisor to seek additional approval from board members.

#### **4.3 Project Support Processes**

Throughout the duration of this project, I led all project timelines and completed all content work. The director of CSNP reviewed the work beginning in the spring of 2021 as most of the project content required her feedback and input. However, through my volunteering, I spoke with the site supervisor informing her that most of the work needed to complete sections of the consultancy was accessible via the OSF website.

#### **4.4 Organization**

##### **4.4.1 Project Team**

Under the supervision of the director of CSNP, I completed the consultant work for this project.

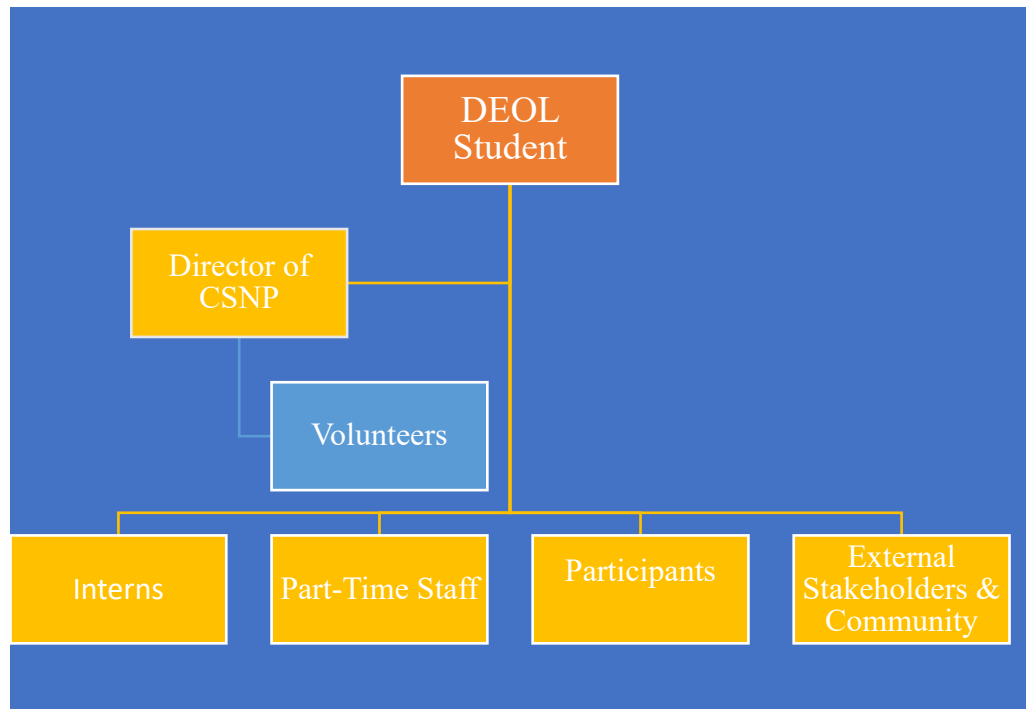
The project team members included the following:

- Board of Directors (approval of the consultancy project only)
- Director of CSNP
- DEOL student consultant

The project work team included the following:

- DEOL student consultant
- Director of CSNP

#### 4.4.2 Mapping Between Organization and Student





## 5 Communications Plan

<b>Who-Stakeholder</b>	<b>What info do they need</b>	<b>Why do they need it</b>	<b>When will they get it</b>	<b>How will they get it</b>
<b>CSNP</b>	The purpose of the consultancy project	GWU explanation of milestones, goals, and objectives to OSF board for approval	Spring 2019	Email and hard copy
	Details of project proposal	More in-depth understanding of consultancy project timeline, objectives, and implementation methods	Spring 2019	Face-to-face presentation and email
	Revised goals and objectives	Comply with COVID-19 pandemic	Summer 2020	Electronically
	Explored research methodology	To understand the purpose of data collection and recommendations for CSNP	Fall 2020	Electronically
	Identify consultancy participants for data collection	To make an action plan for CSNP and recommendations	Spring 2021/ Summer 2021	Results are confidential and will not be shared
	Best practices for onboarding volunteers	To provide knowledge of and awareness of the research	Summer 2021	Zoom meeting
	Best practices research for retaining volunteers	To provide knowledge and awareness of consultancy topic	Summer 2021	Zoom meeting
	Identified volunteers to conduct survey	To gather feedback on issues affecting volunteer retention	Summer 2021	Zoom meeting

	General project updates	To monitor progress towards original goals	As needed based on milestones	Via email from project consultant
	Feedback on onboarding handbook	Input on onboarding process and flow	During onboarding or electronically	Hard copy and electronic
	Feedback on brochure	How brochure should be distributed	When new partnerships are made	Hard copy and electronic
<b>The Consultant</b>	Results of surveys	To allow CSNP to explore areas of needs	Fall 2021	Email and hard copy from the student consultant
	Action plan and recommendations	Continue to explore innovative ways to create a more seamless onboarding process for volunteers	Fall 2021	Email and hard copy

## 6 Work Plan

[illegible][illegible]

Year 3: Project Proposal submission	Start Date	End Date	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021
Continued researching Best Practices	1/25	2/12											
Scheduled Bi-weekly meeting with Director of CSNP for feedback	4/1	9/25											
Sent out Surveys to Volunteers and Staff	6/23	8/10											
Conducted Interviews with Volunteers	7/15	8/20											
Completed Draft of Brochure	7/31	8/23											
Began developing onboarding volunteer handbook	7/31	9/1											
Volunteer Brochure approved by CSNP Director	8/4	8/4											
Collected and summarized data	8/1	9/3											
First draft of onboarding volunteer handbook	8/16	8/23											
Final approval of onboarding volunteer handbook	8/23	9/30											
Pilot onboarding with new volunteers	9/20	10/30											
Project launch	11/1												

## 6.1 Work Breakdown Structure

I set all the project deadlines and completed all major project work. The director of CSNP provided feedback during bi-weekly meetings.

The project timeline was as follows. See Section 4.1 for a more in-depth description.

### Spring 2019

- Worked with CSNP director to identify challenges.
- Completed consultancy project proposal.

### Summer 2019

- Board approved consultancy project.
- Created project team.

### Fall 2019

- Volunteered with CSNP to understand organization's needs.
- Began researching nonprofit organizations and retention of volunteers.

### Spring 2020

- Revised consultancy project due to COVID-19 pandemic.
- Conducted unofficial DOCS of paid staff to gather content for class assignment.

### Summer 2020

- Modified consultancy project goals and objects because of COVID-19.
- Completed CTNA, PESTEL, and PRIMO-F assessments.

**Fall 2020**

- Completed research methodology.
- Continued volunteering to understand agency needs.

**Spring 2021**

- CSNP director identified research participants for both surveys and interviews.
- Began meeting bi-weekly with CSNP director.

**Summer 2021**

- I researched content to include in the volunteer onboarding handbook.
- I continued to research best practices for volunteer retention.
- I shared with the CSNP director important content that must be included in the volunteer handbook. CSNP director also shared current forms and documents to include in the handbook.
- I revised CSNP brochure and received feedback before making the final edits.
- I began distribution of surveys (DOCS and VFI) to volunteer participants.
- I explored databases to house volunteer information.

**Fall 2021**

- Distributed CSNP brochure.
- Continued gathering collective data through interviews.
- Recruitment–Attended college volunteer fair at NC A&T State University and UNCG; however, due to the COVID-19 Delta variant numbers increasing, recruitment of millennials was put on hold until further notice.
- Began summarizing data.
- Implemented onboarding with current and new volunteers.
- Reviewed feedback from onboarding process for any necessary revisions.
- Finalized onboarding volunteer handbook.
- Adapt implementing volunteering onboarding as a result of CSNP were required to work remotely as volunteers and staff had to work remotely.

**6.2 Resources**

The following resources were used for this project:

- Microsoft Office Suite
- Zoom for interviews
- Qualtrics (data collections)
- Internet (AT&T)
- Laptop and desk computers
- Lexar flash drive

- Gardner-Webb library

## 7 Milestones

<b>Milestone number</b>	<b>Title</b>	<b>Forecast date</b>
1	Develop a detailed statement of purpose of the project.	May 2019
2	Develop project objectives expressed in terms that are measurable (SMART objectives).	May 2019
3	Develop the scope, boundaries, and organizations and systems impacted.	May 2019
1, 2, 3 Revised	Initial project was terminated due to change in administration. Identified OSF as new consultancy organization.	June 2019
4	Develop a summary of the business (financial, productivity, impacts, etc.) benefits that are expected to flow from the consulting project.	July 2019
5	Develop a risk assessment based on the initial summary of the anticipated risks associated with the consulting project.	June 2020
6	Develop a detailed summary of the key assumptions upon which the consulting project will be planned and executed.	November 2020
7	Develop an outline of a project plan including detailed strategies, activities, timelines, responsibilities, expected outcomes, and results (to date) for all phases of the project.	December 2020
8	Develop a preliminary estimate of the financial budget required to plan and deliver the consulting project objectives/benefits.	January 2021
9	Develop a quality assurance plan which includes actions to measure the effectiveness of project plan phases.	April 2021
10	Track and document overall plan performance.	September 2021
11	Final product and timeline.	November 2021

## 8 Metrics and Results

### Methodology

For this project, the research focus was to explore the retention of volunteers with nonprofit organizations. The CSNP director, being aware of retention and understanding the importance of retention of volunteers, suggested that creating a seamless onboarding process for volunteers may impact their willingness and motivation to maintain their volunteer position. As a result, qualitative and quantitative data were collected and analyzed to make recommendations for future actions and implementations.

The data collection timeline was as follows:

- Fall 2019
  - Research employee retention
- Spring 2020–Fall 2020
  - Review and research literature and best practices
  - CSNP Unofficial DOCS
  - Administered PISTOL and PRIMO surveys
  - Completed research methodology
- Spring 2021
  - Collect volunteer documents
- Summer 2021
  - Administered VFI and DOCS
  - Created interview questions for qualitative data collection
- Fall 2020
  - Conducted Zoom interviews
  - Began assessing qualitative and quantitative data

### Qualitative Data Collection

The primary data collected for qualitative analysis were participant interviews that were conducted through Zoom. The interview was structured based on the nine interview questions below that allowed participants to share their volunteer experiences. I was able to explore additional follow-up questions as appropriate. The participants consisted of two of four former volunteers who had extensive volunteer history with CSNP. The participants' responses were similar. They each reported that volunteering for a director who believed in the mission of the OSF CSNP created an environment for volunteers to learn transferable skills that could be applied and utilized towards seeking paid employment. Volunteers also mentioned that CSNP's director always welcomed feedback of creative and innovative procedures to improve the day-to-day distribution of services to members of the community, which often promoted excellent customer service and getting the word out to individuals who may need CSNP services; hence, volunteers also expressed creating an onboarding process for volunteers certainly could assist CSNP in maintaining its volunteers. Allowing volunteers to take time out to be introduced to OSF CSNP's



mission, volunteer responsibilities, and expectations and the benefits of volunteering, they may better understand the value they bring as a volunteer and have a more in-depth insight of devoting their free time to volunteering for a worthy cause.

The following questions guided the interview:

1. What is your definition of a volunteer?
2. Why do you volunteer?
3. Why have you chosen to volunteer with OSF?
4. Have you volunteered with a previous organization before? If so, how did that volunteer experience differ from this one?
5. As a volunteer, current or past, did you engage in an onboarding process?
6. What is your current value to this organization?
7. Do you feel valued at OSF?
8. Why do you feel that the retention of volunteers is an issue with nonprofit organizations?
9. Do you have any ideas to maintain retention of volunteers?

### Quantitative Data Collection

Quantitative data were collected through the following surveys: DOCS and VFI. The DOCS instrument consists of 60 items that measure four dimensions of organizational culture: adaptability, mission, consistency, and involvement. In addition, each dimension consists of three subscales that contain five items each. The items are answered on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree; Puppertz et al., 2017); hence, developed by E. G. Clary et al., the VFI 30-item instrument is divided into six scales of five items each, which are scored using a 7-point Likert-type scale (where 1 is totally disagree and 7 is totally agree; Chacon et al., 2017). I summarized data from each survey based on the highest mean score of 2.0 or the lowest mean score of 2.0. Please see charts below.

DOCS:

Question	Mean > 2.0	Question	Mean < 2.0
Innovation and risk-taking within the business of the organization are encouraged and rewarded.	2.67	The ability of the members to do their work is constantly improving.	1.83
Member's comments and recommendations often lead to changes.	2.50	There is a clear mission that gives meaning and direction to the work of the organization.	1.67
It is easy to reach consensus, even on difficult issues.	2.50	Our leaders have a long-term vision.	1.50

VFI:

Question	Mean > 2.0	Question	Mean < 2.0
I can do something for a cause that is important to me.	6.50	By volunteering, I feel less lonely.	3.50
I can learn how to deal with a variety of people.	6.50	Doing volunteer work relieves me of some of the guilt over being more fortunate than others.	3.50
I feel compassion toward people in need.	6.50	Volunteering is a good escape from my own troubles.	3.00

- *Please note the VFI reported no mean scores below 2.0.*

The quantitative data reflect the qualitative data. The quantitative data overall suggest that volunteers have a desire to participate in volunteer opportunities. As such, the data also imply that volunteers are learning life skills that are essential in paid employment. More importantly, the data also indicate that volunteers feel valued as the culture allows volunteers a voice to give feedback for improvement. Consequently, the data also highlight areas for improvement such as the mission and vision of the organization are not clear and, therefore, volunteers are unsure of the organization's directions. The VFI reported no mean below 2.0; thus, compared to questions that received a higher mean score, the above scores are areas that pose no immediate concerns or impact to volunteer willingness to execute their performance.

### Discussion

CSNP will implement onboarding for all new volunteers. The director of CSNP has revised the current onboarding process which includes completing volunteer paperwork; thus, a volunteer handbook was created to be issued to all new volunteers via hard copy or electronically before rendering any volunteer services. After the onboarding is in place, it is recommended that CSNP explore a database for housing volunteer information to stay connected to volunteers of upcoming events. Such software may certainly assist CSNP with retention and accountability as a method for ensuring the fidelity of the onboarding implementation is taking place.

## 9 Risks, Constraints, Assumptions

### 9.1 Risks

The only major risk that may prevent CSNP from providing onboarding training is that COVID-19 guidelines may be enforced due to the Delta variant; however, some minor risks may impact the success and the implementation of this project. Please see the risks below.

<b>Risk description</b>	<b>Mitigation plan (what to do to avoid the risk occurring)</b>	<b>Contingency plan (what to do if the risk occurs)</b>	<b>Impact (what the impact will be to the project if the risk occurs)</b>	<b>Likelihood of occurrence (e.g., %, or high/medium/low)</b>
COVID-19 (Delta variant)	Provide personal protective equipment for all staff and consumers (if funding is available to purchase such items)	Drive-through service pickup	High	High
Volunteer fatigue	Make bi-weekly contact with local schools, colleges, and universities to recruit new volunteers	Limit service hours from 5 days to 3 days if feasible	Low	Medium
Inability to onboard volunteers in the event of change in management	Ensure that paid staff are cross-trained	CSNCP delegates tasks to other OSF staff	High	Low
Current technology does not allow volunteers to complete onboarding on site	Allow volunteers to use their personal devices to complete onboarding training by sending a link to their personal email address	Print hard copies in the event of technological challenges	Low	Low
Funding to purchase volunteer database	Create internal google doc to house volunteer information until funding is available	Continue with google doc	Low	Medium
Decrease in funding due to not enough donors	Review current budget and examine areas and curtail expenditures	Create fundraising effort or create a fundraising committee.	Low	High

		Also, extend collaboration with local restaurants and grocery stores for donations		
Increase of consumers in need of services	Collaborate with community partners to do a food drive	Create fundraising effort or create a fundraising committee. Also, extend collaboration with local restaurants and grocery stores for donations	Low	Medium
Court order volunteers	Speak with probation officers to encourage volunteers to give more time once volunteer services are completed.	Introduce onboarding process to probation officers	Low	Low
Learning anxiety for paid staff to implement new volunteers onboarding procedures	Training will be sent via email link to complete unless volunteer requests otherwise.	Provide in-person training as needed based on COVID-19 guidelines	Low	Medium

## 9.2 Constraints

The COVID-19 pandemic did prevent me from working with all nine OSF departments. As a result of the pandemic, the director of CSNP adjusted CSNP's timeline goals to address any unforeseen obstacles that may prevent this project from moving forward. Last, attending volunteer recruitment fairs may be rescheduled due to North Carolina COVID-19 guidelines for indoor and outdoor gatherings.

## 9.3 Assumptions

The following assumptions were made regarding this project:

- CSNP will utilize revised documents and onboarding for new volunteers.
- The retention of volunteers will be an ongoing issue for CSNP.
- Younger volunteers will recruit friends based on their experience with CSNP.

- CSNP will mandate all volunteers to complete all onboarding training before beginning volunteer services.
- As relationships are established with CSNP staff and consumers, the volunteers will participate in more CSNP events, increase the value they bring, and better understand the importance of giving back to those in need.
- Based on literature and research, the onboarding procedures will address the issue of volunteer retention.
- CSNP director will find funding to invest in a volunteer database as an effort to communicate volunteer opportunities with the volunteers.

## 10 Financial Plan

The nature of this project and all services rendered were free and required no monetary expense from CSNP. My creating and revising CSNP's document required time to develop the CSNP's volunteer handbook, brochure, and onboarding training stages; however, other pricing must be considered to assist with CSNP's overall goal of retention of volunteers. They are as follows.

Items needed	Estimated price
Database	Between \$245.00 - \$800.00 per year
Printing of onboarding handbook	(Copy King) Approximately \$300.00 for 100
Printing of brochure	(Copy King) Approximately \$200.00 for 300 brochures
Printing of volunteer certificate	(Copy King) Approximately \$150.00 for 500 volunteer certificates
Purchasing of laptops to conduct onboarding of volunteers	2-3 laptops \$300.00–500.00 each depending on the electronic device

## 11 Quality Assurance Plan

### Action Plan:

CSNP is a staple in the Greensboro community. Unlike many other nonprofit organizations, OSF CSNP has a clear understanding of the immediate needs of the volunteers. As such, because of volunteer needs, the CSNP director has suggested a tailored onboarding process that is seamless, flexible, and non-cumbersome.

The activities highlighted in green are administrative tasks that must occur before the implementation of the onboarding process, and the activities highlighted in blue are onboarding tasks that must be completed before the volunteer assignment beginning.

Highlighted in orange are recommendations.

Specific activity	Timeline	Persons responsible	Resources needed; fiscal and human	Formative assessment Method	Summative assessment method	Goal	Indicator of success
Send updated brochures to current and past partners (UNCG, Tanger Outlet, NC A&T, Bennet College GTCC, Greensboro College, Juvenile Justice, Attorney Offices, etc.) Send via both physical mail and electronic email. Electronic email should be sent with read receipt	Sept. 2021	Intern, or designee	Postage, envelops, agencies addresses, contact person, list of additional agencies	Log all next steps and follow-up on excel spreadsheet	Director and intern will be carbon copied on electronic emails and approve all postage of brochures	To establish potential contacts of future volunteers	Increase volunteer interest by 40% after the 3 months of new volunteer onboarding
Create google doc to store new and old volunteer demographic information	Sept. 2021	Administrative assistant, intern, or designee	Develop company google email account	Director of CSNP will check-in every Friday with persons responsible to inquire about potential volunteers	Director will have all access to determine if steps in the onboarding were completed with each volunteer	To create one centralize database	Volunteer information easily accessible
Monitor google email for potential volunteers	Ongoing	Designee	Access to computer electronics to check email	Director of CSNP ongoing audit of google email to ensure no volunteers were overlooked	Ongoing audit	To increase volunteer database, and recruit more volunteers	Volunteer willing to volunteer more than 20-30 hours per year.

Specific activity	Timeline	Persons responsible	Resources needed; fiscal and human	Formative assessment Method	Summative assessment method	Goal	Indicator of success
Intern or staff will register onsite volunteers or online volunteers	Ongoing	Intern or designee	Access to google doc, onboarding PowerPoint, computer device, and space to conduct onboarding	Intern or staff will log the completion of onboarding into google doc	Audit of goggle doc	Centralization of CSNP volunteers	Completion of onboarding registration
Volunteer will view the onboarding video, and complete all required documents	Must be completed before volunteer rendered any services	Assigned mentor	Computer device, copy of handbook and documents, space to view video	Intern will check in to address any concerns.	Director will check in with intern to address any volunteer concerns weekly	To establish rapport and to reiterate OSF/ CSNP vision	Completing onboarding and volunteer hours
Verify volunteer's hours	Weekly	Mentor will initial volunteer's hours after services are complete	Computer, access to volunteer sign-in sheets	Interns will audit volunteer log weekly	Must be confirmed before certificate is issued	Improve and strengthen CSNP's volunteer program	Retention of volunteers
Issue volunteers completing survey and certificate of completion	Volunteer last day	Director of CSNP	Certificates paper, printer, signature of director	Intern will track volunteer's completions	Audit volunteer's checklist	Based on survey results, address onboarding areas that need improving	Volunteers returning to volunteer, and referring potential volunteers

### Recommendations:

The following recommendations are based on the quantitative data of a mean score of < 2.0 on the DOCS. Please note that the VFI data reported no mean score < 2.0.

### DOCS:

Question	Mean < 2.0
The ability of the members to do their work is constantly improving.	1.83
There is a clear mission that gives meaning and direction to the work of the organization.	1.67
Our leaders have a long-term vision.	1.50

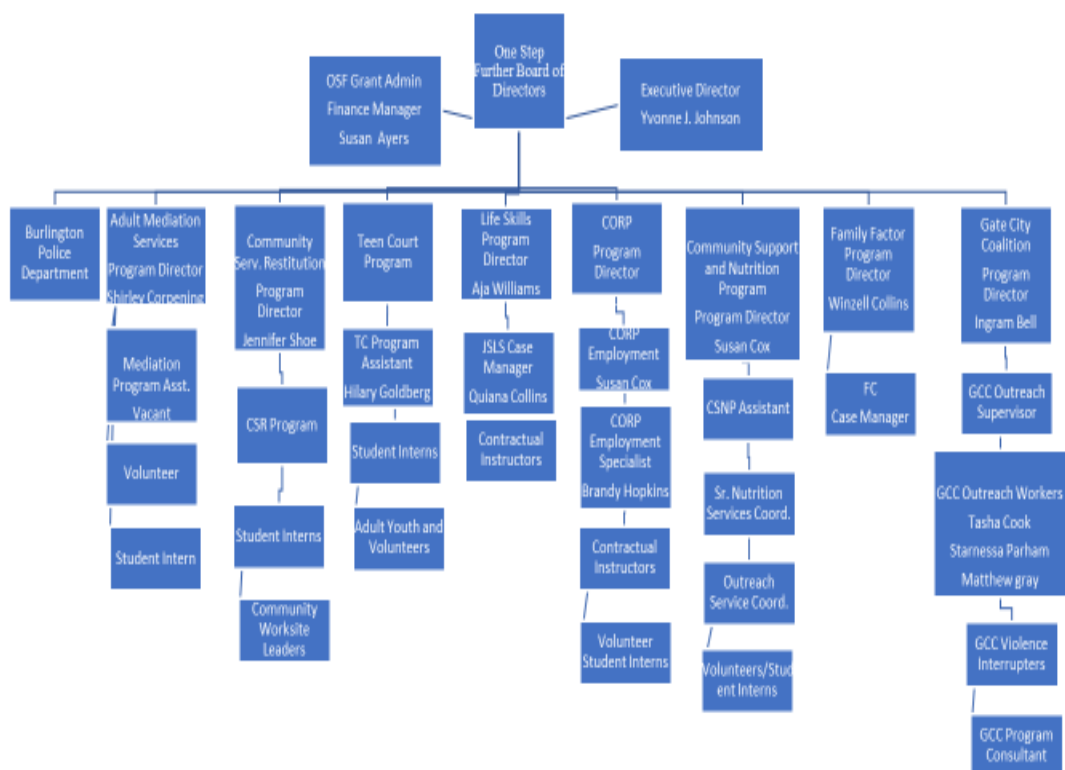


Specific activity	Timeline	Persons responsible	Resources needed; fiscal	Resources needed; human
Create signage of OSF mission to be displayed throughout all OSF programs	Ongoing	Technology staff	Volunteer database	Funding to purchase and print signage of OSF mission
Explore innovative practices that allow volunteers and staff to complete assigned duties more efficiently	Ongoing	Intern and director of CSNP	Staff to research innovative practice	Time, and reach out to other nonprofit organizations to explore new ways of conducting day-to-day responsibilities
Create quarterly newsletter which will allow volunteers, staff, and community partners to stay abreast of CSNP long term goals/vision	Quarterly	Intern	Computer, buy-in and feedback from staff and volunteers on information that should be included in the newsletter	Create a committee or team made of interns and staff to give input on what information should be included in the newsletter
Seek 2-3 interns from local colleges and universities	Ongoing. However, first contact September 20, 2021	Director of CSNP	Letter of intent to send to local colleges and universities	Increase funding for marketing materials to be displayed within local colleges and universities. Marketing material should also include updating OSF volunteer website
Seek grants to pay a small stipend for interns to help with administrative tasks	Ongoing	Director of CSNP	Awareness of other funding sources	Time to research potential grants
Create job description for interns	October 1, 2021	Director of CSNP	Gather feedback from current interns	Receive feedback/input from interns
Create onboarding program for interns	Ongoing. Must be complete before intern's first day	Director of CSNP/seek input from current interns	Gather feedback from current feedback	Staff member to dedicate the time to conduct very thorough intern onboarding
Research volunteer data software	January 2022	Director of CSNP	Allow staff time to identify data software	Director will explore database software that is cost-effective and will provide the need of CSNP to maintain an

				active volunteer pool that understands CSNP mission.
Transfer current volunteer information to new database	As soon as volunteer database is set up	Interns or designee	Determine the amount available to spend on database	Approval of Board of Directors
Research potential organization to recruit volunteers	Ongoing	Interns	Better Business Bureau (identify new organizations)	Staff availability to explore new organizations
Convert Handbook to PowerPoint or modules	January 2022	OSF technology department/ intern	Compatible software	Staff to computerize handbook and PowerPoint
Collect e-signature of documents	January 2022	OSF technology department/ intern	CSNP team member to convert onboarding documents to PDF e-signature	Software to convert documents
Translate volunteer handbook and brochure into various languages	February 2022	Seek translator– Collaborate with Tawanda Carpenter and GCS ESOL Department	Funding to pay a translator	Collaborate with local translators to translate handbook and brochure. This will increase volunteer interest and allow CNSP to honor its mission of assisting all citizens

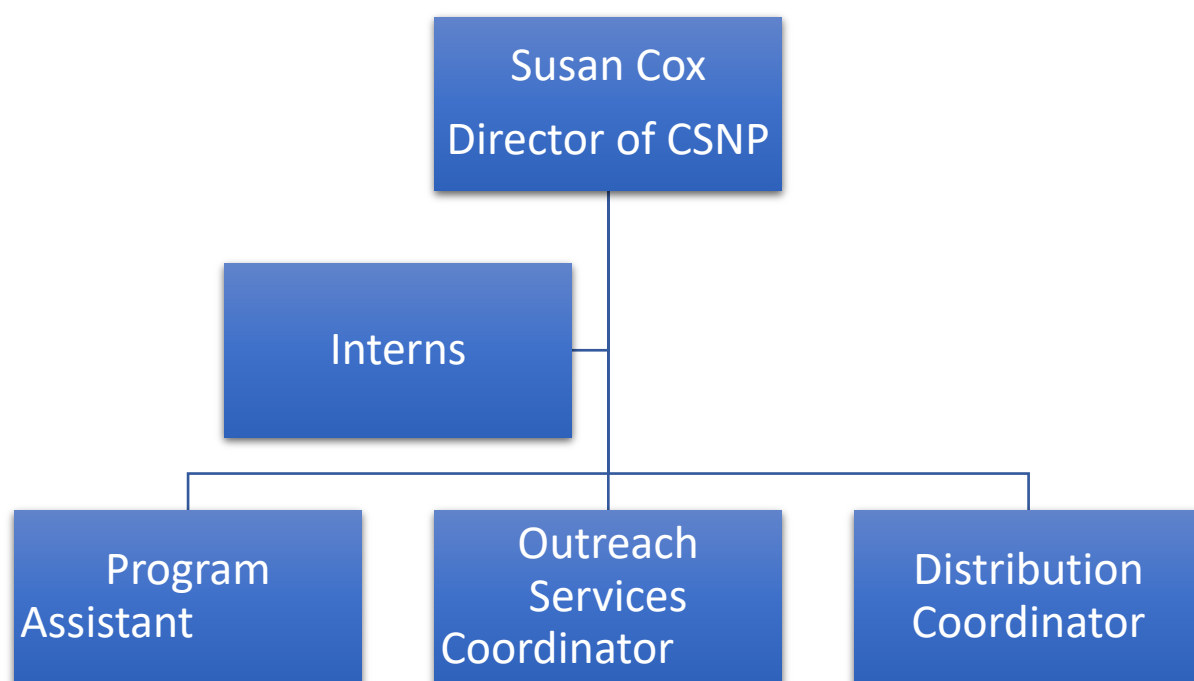
## Appendix A

### One Step Further Organizational Chart



## Appendix B

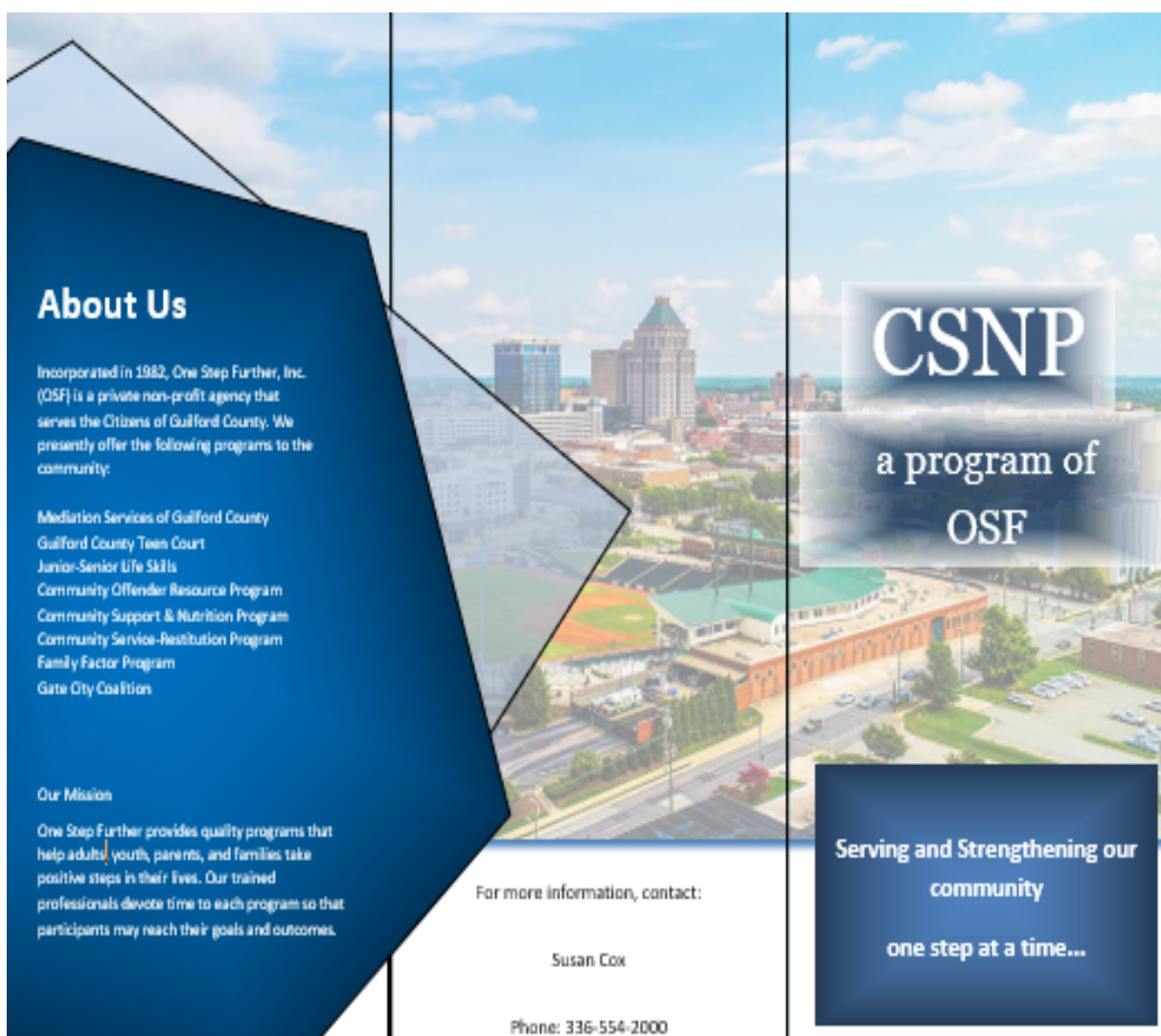
### Community Support and Nutrition Program Organizational Chart



## Appendix C

### Community Support and Nutrition Program Brochure

(Front)



(Back)

### Grocery Assistance

- ✓ CSNP serves over 2000 individuals each month, while distributing over 65,000 pounds of food each month.
- ✓ CSNP partners with Cone Health and several of their clinics to provide diabetic friendly groceries and nutrition education programming to patients referred by the clinics.



### Monthly Health Screenings

- ✓ The CSNP Outreach Services Coordinator meets with our diabetic, hypertensive, and obese patrons on a monthly basis to monitor their health and provide individualized case management.
- ✓ Our screening assists with blood glucose, blood pressure, and regular weight checks.
- ✓ Screenings also include accessing their current prescribed medication(s), doctor appointments, and acquiring health equipment they may need to manage their health issues.



Community Support & Nutrition Program





### Nutrition Education

- ✓ The CSNP offers a variety of class series that positively impact the health and well-being of our patrons and community members, and are free and open to all.
- ✓ Our Lunch & Learn series, offered twice a month, delves into topics over lunch that is prepared during the session.
- ✓ Our Container Gardening series is offered throughout the growing season from the planting stage through the harvesting stage.
- ✓ Our Budgeting series walks patrons through the process of utilizing their FNS benefits.

**CSNP Distribution Site Locations & Hours:**

**Greensboro 1**  
1900 W. Market St.  
Mon-Thurs 9:30am-2:30pm

**Greensboro 2**  
1806 Merritt Dr.  
Friday 11am-2pm

**High Point**  
1012 Leonard Ave.  
2<sup>nd</sup> & 3<sup>rd</sup> Friday 11am-2pm

### Home Grocery Delivery

- ✓ The CSNP provides no cost delivery service to seniors, disabled individuals, those suffering with mental illness or anxiety disorders.
- ✓ Volunteer drivers deliver groceries on the 3<sup>rd</sup> Tuesday of each month to over 300 individuals across Guilford County.
- ✓ Our friendly volunteers are sometimes the only contact our patrons have other than their caregivers, therefore, we do our best to make sure each driver keeps the same route so that our patrons feel safe and are comfortable seeing a familiar face with each delivery.

## Appendix D

### Community Support and Nutrition Program Volunteer Onboarding Handbook

# ONE STEP FURTHER, INC.

## Community Support and Nutrition Program (CSNP) Volunteer Handbook

Community Support & Nutrition Program



One Step Further, Inc., 623 Eugene Court, Greensboro, NC 27401  
336-554-**2000** or Fax 336- 378-0959

## **Welcome Message**

As you begin your volunteer journey with the Community Support & Nutrition Program (CSNP), I want to welcome you into our family of staff, volunteers, and patrons. Over the years, the CSNP has been fortunate to serve with over 800 volunteers. Some come for a short time, and others have served with us since day one. We are grateful to be a part of every journey for the time that we have with them. No matter what role or area you choose to serve in, we could not do anything without your dedication, passion, and generosity. Thank you for being a part of our program, for being a part of our community, and for being a part of our vision of “Meeting families at their point of need”.

Susan Cox, CSNP Program Director



**“Volunteers do not necessarily have the time; they just have the heart.” – Elizabeth Andrew**



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Section VII	Benefits of Volunteering
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Section IX	Volunteer Job Description
Section X	Site Locations
Section XI	Forms



## **Section I:**

### ***Mission of One Step Further, Inc.:***

One Step Further provides quality programs that help adults, youth, parents, and families take positive steps in their lives. Our trained professionals devote time to each program so that participants may reach their goals and outcomes.

### ***Mission of the CSNP:***

Reduce poverty and food insecurity through health-based programming for youth, adults, and families.

### ***Vision of One Step Further, Inc.:***

“Serving and Strengthening our community, one step at a time...”

### ***Vision of the CSNP:***

“Meeting families at their point of need...”

## **Section II:**

### ***PROGRAMS OF ONE STEP FURTHER, INC.***

Incorporated in 1982, One Step Further, Inc. (OSF) is a private nonprofit agency that serves the citizens of Guilford County. We presently offer the following programs to the community:

Community Offender Resource Program  
 Community Service-Restitution Program  
 Community Support & Nutrition Program  
 Family Factor Program  
 Gate City Coalition  
 Guilford County Teen Court  
 Junior-Senior Life Skills  
 Mediation Services of Guilford County

***“Those who can do, do. Those who can do more, volunteer.” – Author  
 Unknown***

### **Section III:**

#### Overview

The Community Support & Nutrition Program is built on a health impact model comprised of four components. These include Nutrition Education Programming, Patron-choice Grocery Assistance, Monthly Health Screenings, and Home Grocery Delivery. The CSNP is a proud Partner Agency of Second Harvest Food Bank of Northwest NC and the United Ways of Greater Greensboro and Greater High Point. We also enjoy strong relationships with the Weaver Foundation; the Greater High Point Food Alliance; The Volunteer Center of the Triad; the Community Foundation of Greensboro; NC A&T; UNC-G; Guilford College; scores of local churches, businesses, and agencies; and a host of volunteers from the community.

### **Section IV:**

#### General Policies & Procedures

##### A. Becoming a Volunteer

- Complete and submit the Volunteer Application Form and other requested forms
- Attend a virtual or general orientation meeting which will include an overview of CSNP and its history, a review of policies and procedure, and a discussion of volunteer positions and opportunities
- Receive additional volunteer orientation and training relative to those specific assigned volunteer responsibilities (see below)

##### B. Orientation & Training

- Review of volunteer duties and responsibilities
- Confirmation of work dates, times, and anticipated duration of participation
- Review of sign-in and sign-out procedures
- Provision of job-specific training on all skills needed to perform assigned tasks
- Discussion of procedures for obtaining, using, and caring for needed supplies
- Provision of safety orientation

##### C. Dress Code

- CSNP has a casual dress code and makes no distinctions or preferences based on gendered clothing. Any clothing may be worn, with the exception of ripped jeans, pajama pants and tank tops, and footwear of any kind may be worn, with the exception of open toes shoes such as sandals, flip-flops, or flops.
- It may be necessary for CSNP to amend the dress code to accommodate the needs of certain events.
- Unless considered a safety hazard, choices about the following are left to individual volunteers' judgment:
  - Haircut, style, and color
  - Tattoos, piercings, and other body art

➤ Religious & culture-specific attire & jewelry

D. Speaking on Behalf of One Step Further, Inc. (OSF) or the CSNP

No volunteer may act as an official spokesperson for OSF or CSNP without designation by the Board of Directors or the CSNP Program Director. Volunteers are encouraged to promote CSNP work in formal and informal settings which do not include media interviews. If volunteers are asked to speak about their work with CSNP at a formal event, they will inform the Program Director and seek information on current client and agency trends, any upcoming promotional events, or current fund-raising goals.

E. Safety & Security Procedures

You are expected to observe and follow all the safety and security policies of CSNP. You are encouraged to report unsafe conditions to any staff member. If you observe any unsafe or inappropriate behavior by other volunteers, staff, or visitors & participants, contact the Program Director.

F. Absences

CSNP staff, volunteers, and interns value your contributions and they depend on you to be present at the scheduled time. If you know you will be absent, you should notify the CSNP office and/or Program Director as soon as possible so a replacement can be found.

G. Accidents or Injuries/Emergency Procedures

If you are injured, you should IMMEDIATELY contact any CSNP staff. If necessary, the emergency contact listed on your information sheet will be notified.

H. Confidentiality and Non-Disclosure

Prior to your volunteer service, you will be required to read and sign the “Confidentiality and Non-Disclosure Agreement” in which you agree to hold confidential or proprietary information in trust and agree that Confidential Information be used only for purposes expressly permitted by CSNP.

I. Equal Opportunity

It is the policy of CSNP to treat all volunteers and staff equally on the basis of job-related qualifications regardless of race, religion, gender, national origin, age, or any other classification prescribed under local, state, or federal law.

J. Social Media & Blogging

Volunteers are encouraged to share their experience with their friends, family, and networks. And social media is a great place to share that experience. Follow, like & tag CSNP and share photos & status updates to show the world what it’s like to volunteer at CSNP. We’re always excited to interact with our volunteers online and appreciate you spreading the word about OSF CSNP’s mission and services to your

own networks. While we enjoy seeing our volunteers post about their experiences, we ask that you please respect the following guidelines:

- Please write from your own point of view, not CSNP.
- If you're not sure about details, please talk to a staff member before posting.
- If you have a negative experience, please speak with the CSNP Program Director.
- Be aware of your audience and the people your comments could impact.

K. Sexual Harassment

All volunteers, both male and female, are strictly prohibited from sexually harassing or making improper advances towards other volunteers, guests, employees, supervisors, or members of management. The Equal Employment Opportunity Commission defines "sexual harassment" as unwelcome sexual advances, request for sexual favors, and other verbal and physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating hostile or sexually offensive work environment.

L. Inclement Weather Policy

One Step Further, Inc. and all of its programs follow the Guilford County School closure decision for closures due to inclement weather (i.e. if GCS are closed, OSF is closed). Announcements will ***not*** be made on radio or TV, so please watch for GCS closures. We will make every effort to remain open if possible. However, our main concern is for the safety of our staff, volunteers, clients, patrons, and visitors.

M. Parking

Parking is available for all volunteers. However, CSNP is not responsible for personal items or damages to your personal vehicle.

N. Maintenance of Personal Data

You are responsible for updating personal data, such as change of address, contact telephone number, etc., with the CSNP Program Director.

O. No Solicitation/No Distribution

The conduction of non-CSNP business on site, such as collection of funds, pledges, circulation of petitions, solicitation of memberships, or any other similar types of activity is strictly prohibited.

P. Equipment

CSNP provides all the necessary tools, safety equipment, and supplies to volunteers and staff when they are needed, so that they may accomplish assigned tasks.

However, you may bring and use your own tools or safety equipment if preferred and approved by the CSNP Program Director.

**Q. Resignation/Termination**

- To end a volunteer commitment, please notify the CSNP Program Director of your decision and the effective date.
- CSNP reserves the right to terminate any volunteer for violations of policies or procedures, or failure to perform assigned duties.

**Section V:**

**Volunteer Rights and Responsibilities**

As a volunteer, you have rights and responsibilities. The One Step Further, Inc. CSNP believes volunteers are a vital human resource and commits to the appropriate infrastructure to support volunteer engagement.

**A. You have the right to:**

- Receive information about the organization and job descriptions
- Receive training, support, and schedule
- Receive orientation to the organization's mission, vision, and goals
- Be safe on the job, have choices, and feel comfortable saying "no"
- Receive recognition for your contribution
- Have your personal information kept confidential
- Be trusted with confidential information about the organization, clients, personnel, and donors, when appropriate
- Be treated with respect
- Provide feedback and suggestions about your volunteer experience

**B.**

**You have the responsibility to:**

- Be reliable, punctual, and trustworthy
- Respect confidential information about clients, donors, and the organization
- Respect the rights of people with whom you work
- Participate in the intake and orientation process (background checks, paperwork, etc.)
- Have a non-judgmental approach, and use dignity and kindness
- Accurately record your volunteer hours
- Give feedback (i.e. participate in evaluations when asked)
- Participate in training and ask for support when needed
- Accept guidance and supervision

- Complete tasks efficiently and honestly
- Address areas of conflict with the appropriate staff member
- Notify the CSNP as soon as possible if you are unable to attend training or carry out your assigned duties
- Adhere to the policy of no drug or alcohol use immediately prior to or during your volunteer assignment
- Uphold the “No Smoking” policy while on the organization’s property

## **Section VI:**

### Release of Liability

CSNP does its best to ensure the safest work environment possible. Prior to your volunteer service, you will be required to read and sign the “Waiver and Release of Liability and Hold Harmless Agreement” in which you agree to indemnify and hold harmless CSNP from any loss, liability, damage, or costs that may be incurred due to your volunteer activity.

## **Section VII:**

### Benefits of Volunteering

- Learn new skills or develop your current skills in different areas
- Professional networking opportunities
- Share your skills with others
- Gain on the job experience
- Access to resources and resource persons on sustainable agriculture and food systems
- Opportunity to learn new skills, interests, and passions
- Working with people with similar interests; making new friends
- Improve physical health (increase activity and exercise)
- Feel pride and improve your self-esteem by doing something for others
- Volunteering is just plain FUN!!!!

## **Section VIII:**

### Volunteer Area Descriptions

#### A. Nutrition Education

The CSNP offers a variety of class series that positively impact the health and well-being of our patrons and community members and are free and open to all.

- Our Lunch & Learn series, offered twice a month, delves into topics over lunch that is prepared during the session. This series is led by instructors from the UNCG Recipe for Success program and covers discussions from “how to be a healthy diabetic” to “what spices go well with what meats”.
- Our Container Gardening series is offered throughout the growing season and is led by Master Gardeners from the Co-Op Extension. Participants go from the planting stage through the harvesting stage. Once the series is completed, participants will receive the items they need to start a container of their own.
- Our Budgeting series walks patrons through the process of utilizing their FNS benefits in a way that is most beneficial at supporting their health and provides the biggest impact on their food budget.

#### B. Grocery Assistance

The CSNP serves over 1,800 individuals each month while distributing over 50,000 pounds of food each month. One way the CSNP does this is through a real-time inventory system which allows our patrons to shop from home online, or to shop on-site for groceries.

- All three CSNP grocery distribution sites are patron-choice shopping models and are currently operating as a drive-thru. Sites will return to in-person shopping as soon as possible.
- The CSNP also partners with Cone Health and several of their clinics to provide diabetic-friendly groceries and nutrition education programming to patients referred by the clinics.
- Each distribution site is set up to best serve the patrons from that site and their community.

#### C. Monthly Health Screenings

The CSNP Outreach Services Coordinator meets with our diabetic, hypertensive, and obese patrons on a monthly basis to monitor their health and provide individualized case management.

- Patrons enrolled in this program receive blood glucose, blood pressure, and weight checks regularly.
- Along with these metrics, the Outreach Coordinator also assists patrons with maintaining and/or accessing their current prescribed medication(s), doctor appointments, and acquiring health equipment they may need to manage their health issues.
- Local resources for additional needs are also included in the case management services.



#### D. Home Grocery Delivery

The CSNP provides this delivery service to seniors, disabled individuals, those suffering from mental illness or anxiety disorders, and those who are homebound at no cost.

- Volunteer drivers deliver the groceries on the 3<sup>rd</sup> Tuesday of each month across Guilford County to over 300 individuals.
- Our volunteers are sometimes the only contact our patrons have other than doctors or hospitals.
- Each delivery comes with so much more than food, it comes with a smile, a visit with a friendly person, and a well check.
- CSNP volunteer drivers keep the same route and get to know the patrons and their health.

***“Volunteers don’t get paid, not because they’re worthless, but because they’re priceless.” - Sherry Anderson***

### **Section IX:**

#### Volunteer Job Description

##### A. Participant Check-in

- Greet and check-in participants using computer system
- Provide assistance with ordering of groceries, if needed
- Communicate with Distribution volunteers
- Provide participants with other community resources if needed
- Keep a clean and organized workspace
- Cleaning, disinfecting, and sanitizing of workspace
- Other duties as assigned by the Program Director, Program Assistant, or Distribution Coordinator

##### B. Distribution Volunteers:

- Pack groceries for participants
- Transport bags to participant vehicles
- Weigh in donations
- Rotate donated items
- Assist with packing monthly delivery bags, when needed
- Assist with unloading donations
- Keep a clean and organized workspace
- Cleaning, disinfecting, and sanitizing of workspace
- Other duties as assigned by the Program Director, Program Assistant, or Distribution Coordinator

##### C. Front Desk/Receptionist:

- Answer phones, take messages, and make callbacks when needed
- Assist volunteers with sign-in

- Provide temperature checks for staff and volunteers
- Keep a clean and organized workspace
- Cleaning, disinfecting, and sanitizing of workspace
- Other duties as assigned by the Program Director, Program Assistant, or Distribution Coordinator

**D. Donation Pick up:**

- Pick up donated product from local retailers and transport back to CSNP office
- Vehicle should have room for 6-10 large size boxes
- Should be able to lift up to 50 pounds

**“There is no “I” in Team, but we sure are glad there is “u” in our volunteers! –  
Author Unknown**

**Section X:**

**Site Locations**

	Location Address	Days	Hours
Distribution Hours Volunteer Hours	1900 West Market Street	Monday – Thursday	9:30 am – 2:30 pm 8:00 am – 3:00pm
Distribution Hours Volunteer Hours	1806 Merritt Drive	Friday	11:00 am – 2:00 pm 9:00 am – 2:30 pm
Distribution Hours Volunteer Hours	1012 Leonard Avenue	2 <sup>nd</sup> & 3 <sup>rd</sup> Friday	11:00 am – 2:00 pm 9:00 am – 2:30 pm
Corporate Office Volunteer Hours	623 Eugene Court	Monday-Friday	9:00 am – 5:00 pm 9:00 am – 5:00 pm

**“Life’s most urgent question is: What are you doing for others?” – Martin Luther King Jr.**

**Section XI:**

One Step Further, Inc (OSF)  
Community Service & Nutrition Program (CSNP)

**Volunteer Agreement**

Full Name:

---

Street Address:

---

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Date of Birth: \_\_\_\_\_ SS# (Last 4 Digits): \_\_\_\_\_

Emergency Contact: \_\_\_\_\_ Phone: \_\_\_\_\_

Relationship: \_\_\_\_\_

Do you have a valid driver's license? Yes \_\_\_ No \_\_\_ DL#: \_\_\_\_\_

Issuing State: \_\_\_\_\_ Exp. Date: \_\_\_\_\_

---

\*Have you ever been convicted of a crime? Yes \_\_\_ No \_\_\_ If yes, answer the following:

What year were you convicted? \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_

What were you convicted of?



By signing this agreement, you agree to the following policies:

- All volunteers must sign a confidentiality agreement and maintain confidentiality of all participants of OSF.
- Volunteers should call if not available for scheduled times.
- Proper attire and professional attitudes are required.
- Volunteers will not, under any circumstances, give money or gifts to participants.

---

**Volunteer Name (Printed)**

---

**Volunteer Signature**

---

**Date**

## One Step Further, Inc (OSF) Community Support & Nutrition Program (CSNP) Confidentiality Pledge

**STANDARD:** Persons who generate, use, or otherwise deal with participant-specific information should uphold the participant's right to privacy.

**PURPOSE:**

1. To ensure the participant's right to privacy.
2. To obtain each employee's/volunteer's Pledge to maintain confidentiality.
3. To inform employees, interns, and volunteers of the consequences of Breach of Confidentiality.

**POLICY:** All personal and medical information pertaining to participants is confidential and OSF personnel shall respect participant rights, within the law, to personal and informational privacy. All employees/volunteers are required to read this policy and sign the following pledge. Each pledge is kept in the employee's/volunteer's file in the Program Directors office.

I understand and agree that in the performance of my duties as an employee or volunteer of OSF, I must hold participant's personal and medical information in confidence. I also understand that if I violate a participant's right to privacy, I may be immediately dismissed from my duties. I further understand and agree that:

- Participants expect that any discussion or consultation involving their case is conducted discreetly.
- Participants expect to have their medical records read only by individuals directly involved in their treatment or in the monitoring of quality.
- Individuals not directly involved in the treatment may only read a participant file with the participant's written authorization or that of a legally authorized representative.
- Computerized information is considered confidential and will not be disclosed.
- Release of public information pertaining to any participant or to any aspect of OSF is the responsibility of the Executive Director or her/his designee.
- Disclosure of information by an employee/volunteer may cause irreparable injury to a participant, and that such disclosure may lead to disciplinary or legal action against me and OSF.

/	/	
<b>Printed Name</b>	<b>Signature</b>	<b>Date</b>

## Volunteer Acknowledgement

My signature below signifies that I have received a copy (print or virtual) of the Community Support and Nutrition Program Volunteer Handbook. As a volunteer of CSNP, I agree to abide by the policies outlined in the Handbook. Furthermore, I understand that I am not an employee of CSNP and am not entitled to the benefits afforded employees of CSNP. My intent is to render my services to CSNP voluntarily. I understand that I will not be compensated for these services nor do I expect to be monetarily compensated for services performed on behalf of CSNP.

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**Signature**

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**Date**

I hereby grant One Step Further, Inc. permission to use my likeness in a photograph, video, or other digital media (“photo”) in any and all its publications, including web-based (social media) publications, without payment or other consideration.

I understand and agree that all photos will become the property of One Step Further, Inc. and will not be returned.

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**Signature**

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**Date**

I hereby decline permission for One Step Further, Inc. to use my likeness in a photograph, video, or other digital media (“photo”) in any and all its publications, including web-based (social media) publication

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**Signature**

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**Date**

## **Appendix E**

### **Professional Literature Review**

Now, more than ever, organizations around the world are seeking individuals to work long hours due to the COVID-19 pandemic. Nonprofit organizations, like for-profit organizations, seek assistance with keeping daily operations afloat; however, nonprofit organizations search for this help from volunteers. Volunteering, as defined by Gibelman and Sweifach (2008), is “giving of one’s talent, time, and energy to individuals, groups, communities, or organizations without compensation” (p. 53). This definition indicates and aligns with why volunteers perform their duties out of concern and care, and why volunteers are considered the backbone of nonprofit organizations (Alfes et al., 2017); hence, for nonprofit organizations in the United States, their missions are executed by the work and dedication of volunteers (Einolf & Yung, 2018). According to the U.S. Department of Labor report published in 2016, data reported a decline of volunteers from 26.8% in 2011 to 24.9% in 2015 (Einolf & Yung, 2018). Conversely, volunteers’ experiences may depend on the day-to-day operations of the host organizations. Such operations may affect the volunteers’ choice and commitment to remain as volunteers or lead to them cutting ties with the host organizations altogether. Factors that influence their levels of dedication include the following: organizational structure (e.g., mismanaged or unorganized), feeling emotionally supported, establishing interpersonal relationships, and having a voice about their work and decisions that may affect their volunteer involvement (Nesbit et al., 2018). While the above examples are all key factors in the retention of volunteers, two key factors to consider for retaining volunteers is the implementation of an effective orientation and training (Nesbit et al., 2018); hence, I



chose to assist One Step Further Inc. (OSF) Community Support and Nutrition Program (CSNP) with examining their retention of volunteers, creating a volunteer onboarding process, and establishing and reestablishing new volunteer partner organizations. My expectations included developing a volunteer onboarding handbook and brochure as well as an internal process to assist CSNP in the retention of volunteers.

Serving the citizens of Alamance and Guilford Counties, OSF is a private nonprofit organization that currently consists of eight programs that range from assisting adults and youths with medication, arranging court-ordered community services, and coordinating grocery and healthcare services for low-income and indigenous civilians (<https://www.onestepfurther.com/>). Ms. Susan Cox, the director of CSNP and my site supervisor for my consultancy project, and her staff and volunteers have participated in several assignments that have allowed me to use a mixed method of data collection from surveys and interviews.

One constant in my research is the suggestion that human resource (HR) practices of nonprofit organizations today have the “potential to influence important volunteer [retention]” (Alfes et al., 2017, p. 63); thus, such HR practices that are often based on paid context apply to unpaid volunteers (Alfes et al., 2017). As a result of organizations adapting an HR onboarding framework, nonprofit organizations can recruit and select volunteers who are motivated and dedicated and empower others. These three characteristics are all grounded in the work of Psychologist David McClelland’s Needs Theory of Motivation.

### **Theoretical Framework**

The theoretical framework for this consultancy project could be surmised in the

work of Psychologist David McClelland's needs theory. McClelland's work gives insight that our needs are shaped and developed over time and that our life experiences are developed through our culture (Sada Kane, 2018); hence, McClelland concluded that these needs and life events affect an individual's actions and behavior and are categorized into one of the three classes: (1) the need for achievement, (2) the need for affiliation, or (3) the need for power (Sada Kane, 2018).

In McClelland's first class, the need for achievement, volunteers who operate in this class may often feel a sense of challenge of success and the fear of failure (Sada Kane, 2018); hence, volunteers who have a need for achievement and feel satisfied with their work might exhibit an altruistic behavior known as organizational citizenship behavior (Tsui-Hsu Tsai & Jing Lin, 2014). The organizational citizenship behavior of volunteers could be detrimental to organizational success in terms of volunteers fulfilling the mission and goals of their host organization.

The need for power, McClelland's second class, highlights individuals who seek to achieve team goals and are very effective and efficient. Moreover, volunteers who execute the need for power operate with a mindset to drive the organization and achieve team goals (Sada Kane 2018). In addition, volunteers in this class must be mindful that power is often associated with influence. Volunteers must be careful not to be dominant over others, especially when providing services to those who are in need (Sada Kane, 2018).

Last, the need for affiliation "is a person's need for initiating, preserving, or restoring a positive affective relationship" (Sada Kane, 2018, p. 6). Volunteers in this class operate in building relationships, which is an essential trait to possess as a

volunteer. Furthermore, seeking the need for affiliation is all grounded in the foundation of creating a friendly environment where all individuals can socially interact (Sada Kane, 2018).

### **Employee Onboarding and Recommendations**

In Section 8, I highlighted my mixed methodology of qualitative and quantitative data. The results highlighted areas of focus that CSNP should give attention to in achieving its main goal of volunteer retention. One way to retain volunteers is by implementing an onboarding process. Research indicates that onboarding (HR practices) for volunteers has the potential to influence retention (Alfes et al., 2017). As such, Alfes et al. (2017) noted that onboarding volunteers within a nonprofit organization using an HR format requires more research to determine if any significant organizational outcomes have any correlations related to onboarding volunteers. Nevertheless, onboarding volunteers does have its perks in that it introduces volunteers to the organization's mission, establishes relationships, builds trust, and improves job satisfaction and retention; hence, these perks reflected the culture and environment of CSNP. In addition, these perks will also aid in helping CSNP with following the recommendations that were highlighted in Section 8: Metrics and Results that will continue to elevate this organization to greater success. I will address recommendations from the Denison Organizational Culture Survey (DOCS). Please refer to a more detailed list of recommendations in Section 11: Quality Assurance Plan/Action Plan. Based on the lowest three mean scores on the DOCS, an area to which CSNP should give attention is implementing a communication plan internally that highlights the organization's values, beliefs, and goals (see Table). Creating this environment will impact a volunteer's

willingness to return as a volunteer and they will believe in the work of the organization while believing more in the leader and their leadership. Next, this communication plan will create a platform to share CSNP's mission and highlight the volunteer's hard work and dedication and the impact it has made on the citizens who utilize CSNP services. Last, and the highest of the three areas of recommendation, CSNP's current environment is an atmosphere that is built on valuing others and those who are in need. As such, the director of CSNP is highly respected and very resourceful and strategic in implementing processes that promote an environment where her volunteers "do not want for anything." Thus, with her limited staff, she is willing and open to implementing ideas that ensure volunteers are growing and learning skills that are transferable in all aspects of their personal and professional lives. Therefore, the recommendation for CSNP to consider in this area of improvement is to visit and collaborate with other nonprofit organizations to determine new innovative ways to improve the work of a volunteer.

### **Table**

#### *DOCS*

Question	Mean < 2.0
The ability of the members to do their work is constantly improving	1.83
There is a clear mission that gives meaning and direction to the work of the organization	1.67
Our leaders have a long-term vision	1.50

### **Conclusion**

CSNP, a division of OSF, is a nonprofit organization that is respected and highly utilized by the citizens who reside in the Guilford County community. Though my

recommendation highlighted areas of improvement, these data also reflected an organization that gives volunteers a voice and equips volunteers with learning new job skills and how to embrace and accept all people regardless of their race, socioeconomic status, or ethnicity. The CSNP director is credited with promoting such an environment. Ms. Susan Cox is very personable and knows each volunteer by first and last name. She and the staff are passionate and, at the same time, go above and beyond to ensure that no client of CSNP goes without necessities such as food, water, and healthcare. As the research highlighted both pros and cons for onboarding volunteers, the one constant that was mentioned as a best practice is that developing meaningful relationships is the key ingredient for retaining volunteers. This key ingredient is essential for leaders operating in a nonprofit organization to consider as identifying volunteers' values, building trust, and acknowledging their hard work are imperative in volunteer retention. Therefore, Ms. Cox and her leadership understand that implementing some form of an onboarding process is imperative for new volunteers, as volunteers are truly the "backbone" of CSNP.

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