

Step 9– Supervision and Evaluation

Feedback on job performance should occur at least once a year, and probably two or three times in the first year. In order to give feedback, someone in the organization must be responsible to supervise the employee or volunteer, teaching him or her how to do the job, and periodically reviewing their performance. By instituting a formal supervision and evaluation process, the employee or volunteer can be observed on the job, and their work can be monitored on an ongoing basis.

If supervision and evaluation is new to your volunteers, they may resist.

Overcome these barriers by clarifying that the purpose of evaluation is:

- to ensure a standard level of practice;
- to improve the experiences of volunteers, staff and participants in the programs;
- to enrich individuals' experience in their jobs; and
- to protect all participants.

All supervision and evaluation processes should use the position description as a reference point. During the evaluation interview:

- go through the position description point by point;
- ask personnel to comment on how they think they are doing in each area, and how they enjoy their work;
- give feedback on their performance in each area;
- keep comments positive but clearly state any concerns;
- document the evaluation;
- have the document signed by both personnel and evaluator; and
- file the document.

There is nothing more difficult than letting someone go. By using a formal evaluation process and referring to the position description, the difficult decisions do not become personal. The amount of supervision and evaluation needed will depend on the level of risk in the position – but all volunteers need to be periodically observed and given feedback. Any cause for concern requires immediate action.



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Ontario Screening Initiative

A partnership of volunteer groups working together to make communities safer through the Ontario Volunteer Centre Network — Volunteer Canada Safe Steps Volunteer Screening Program. www.volunteer.ca

Funding for the Ontario Screening Initiative is provided by the Government of Ontario.



Summary of key concepts

1. Ensure frequent feedback during the first year.
2. Assign someone in your organization the task of supervision and evaluation of your new volunteers.
3. Base evaluation on the position description.
4. The greater the risk in a position the more frequent and more intense the supervision and evaluation process should be.

For additional information on Supervision and Evaluation and other Volunteer Canada Screening Resources, please call 1-800-670-0401 or visit us at: www.volunteer.ca



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