



Volunteer Managers/Workers Training & Networking Session

March 9 & 10, 2011

Presentation delivered by Steve McCurley

On Thursday March 10, 2011

Vancouver Airport Marriott Hotel



Steve McCurley

Creating Boundaries for Volunteers



Introductions - Me

- US-based consultant - 30 years
- Also worked in Brazil, Canada, UK, France, Germany, Ireland, Australia
- www.energizeinc.com



This session

- Setting boundaries
- Bit of theory
- Bit of specific problem identification
- Bit of discussion regarding what to do about it all
- Stuff: handouts, PPT

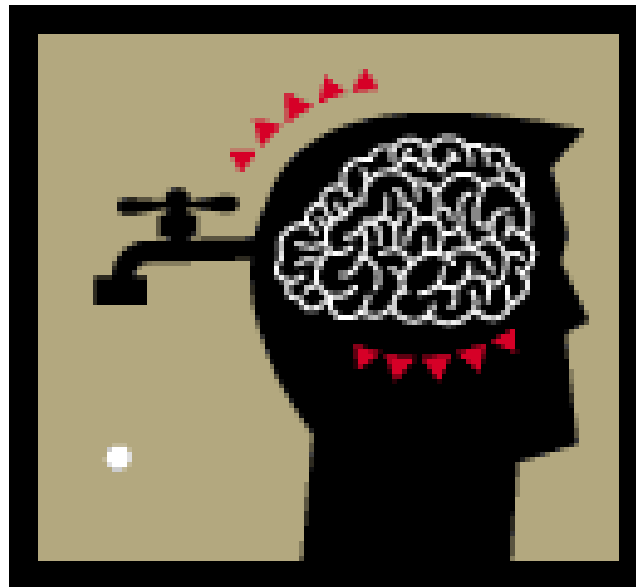


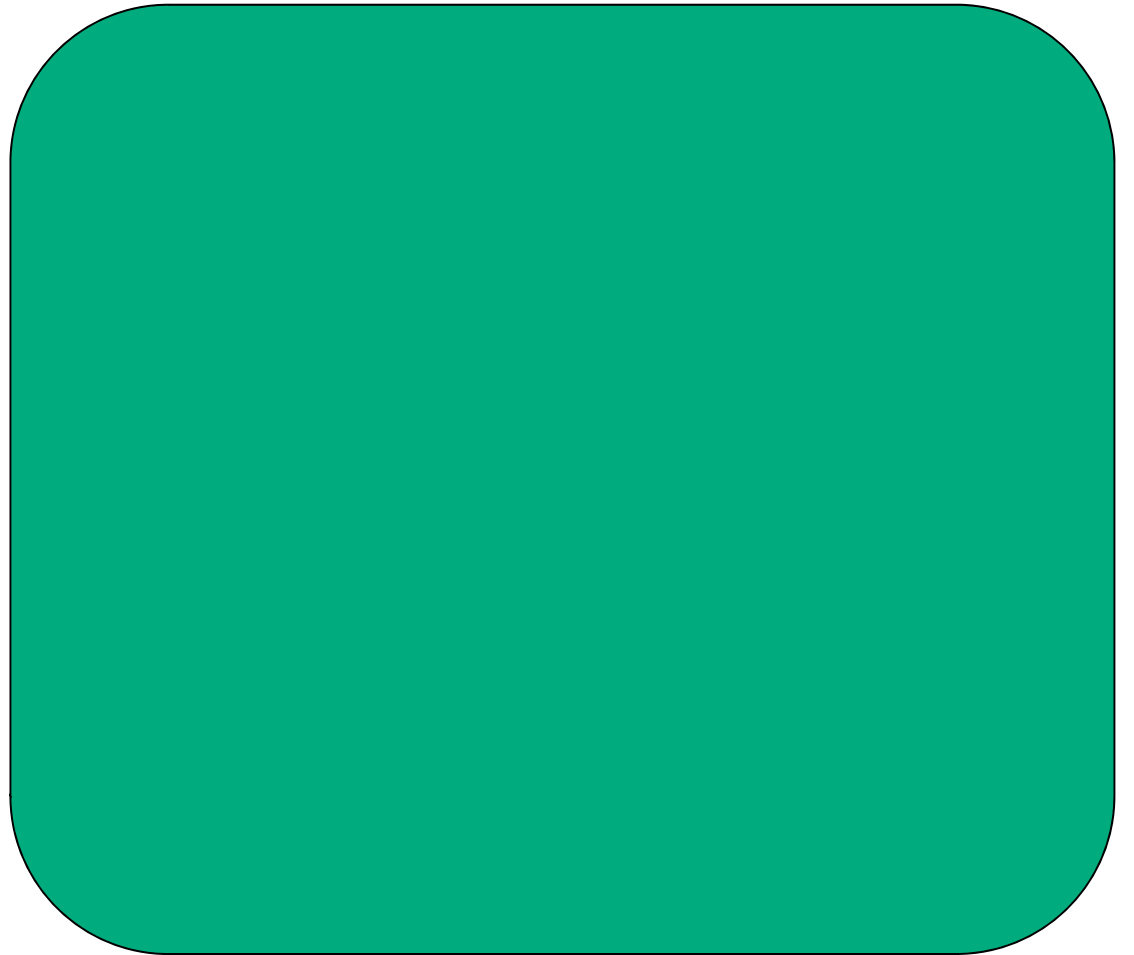
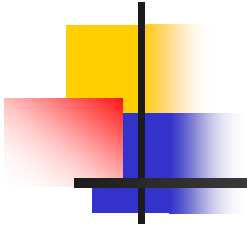
Starting with an observation:

- Designing a volunteer role: what where, when, why
- In your mind:



But what about in the mind of
the volunteer?







The volunteer's perspective

- If being helpful is the objective, then being more helpful should be even better.
- *“What could it hurt?”*
- *“I’m willing to make the sacrifice.”*

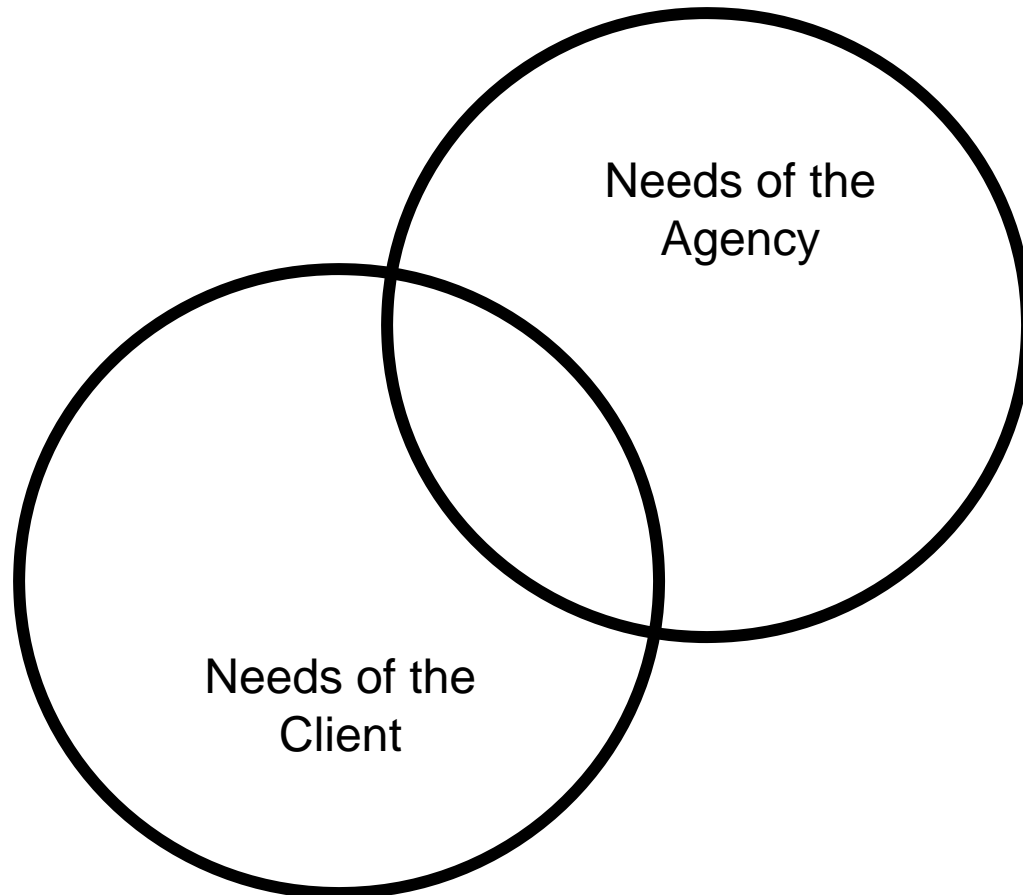


How Volunteering Happens: The Geometry Theory



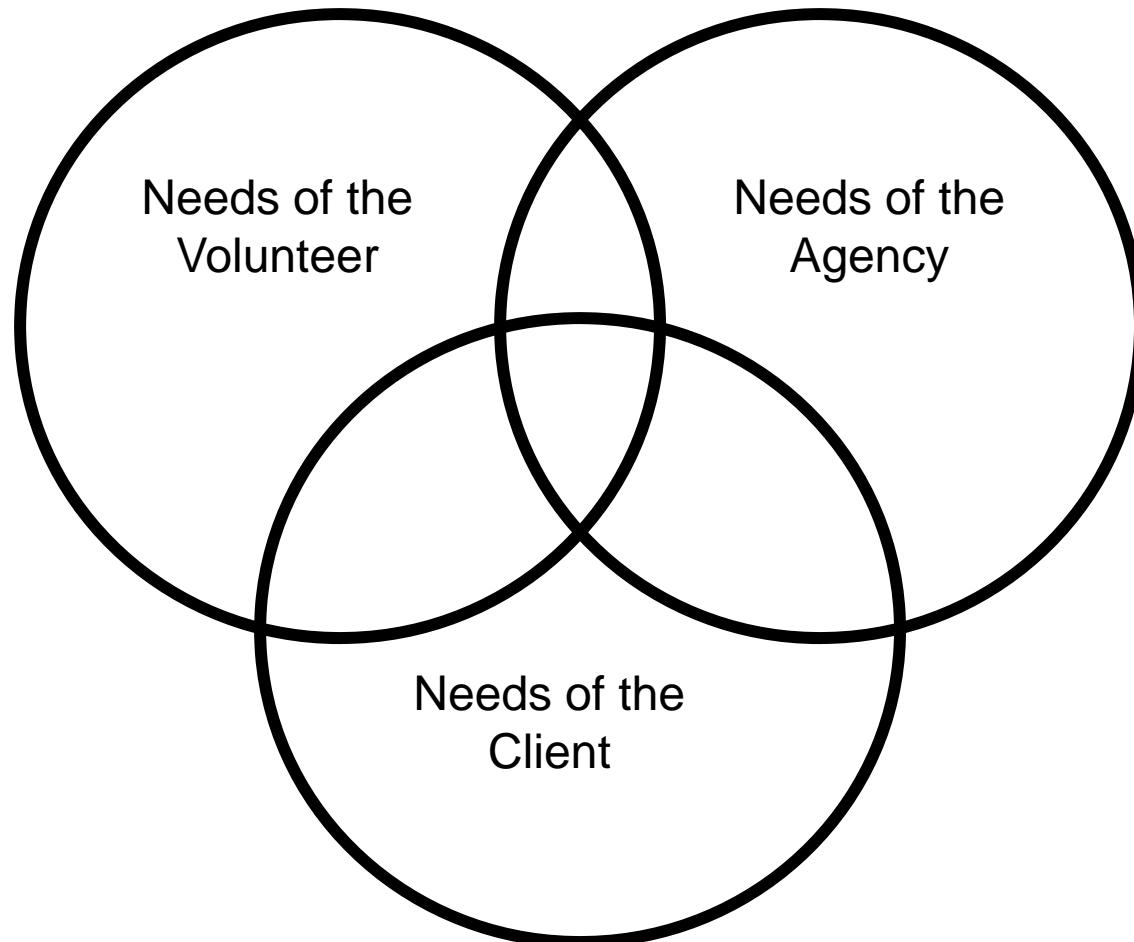


Geometry, part 2





Geometry, part 3





An illustration of this

- Using an organization other than AIDS – on purpose
- Different context and a lot of research
- CASA: Court Appointed Special Advocates

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- What might motivate a person to become a CASA volunteer?



CASA Volunteer Study

Kentucky, Thompson, 2002

- 51% state “helping children” as their chief motivation



CASA Volunteer Survey

Thompson, Kentucky 2002

- “The face of CASA volunteerism in Kentucky seems to be a married, middle-aged mother who despite working full-time believes that helping children is important enough to volunteer her extra time.”



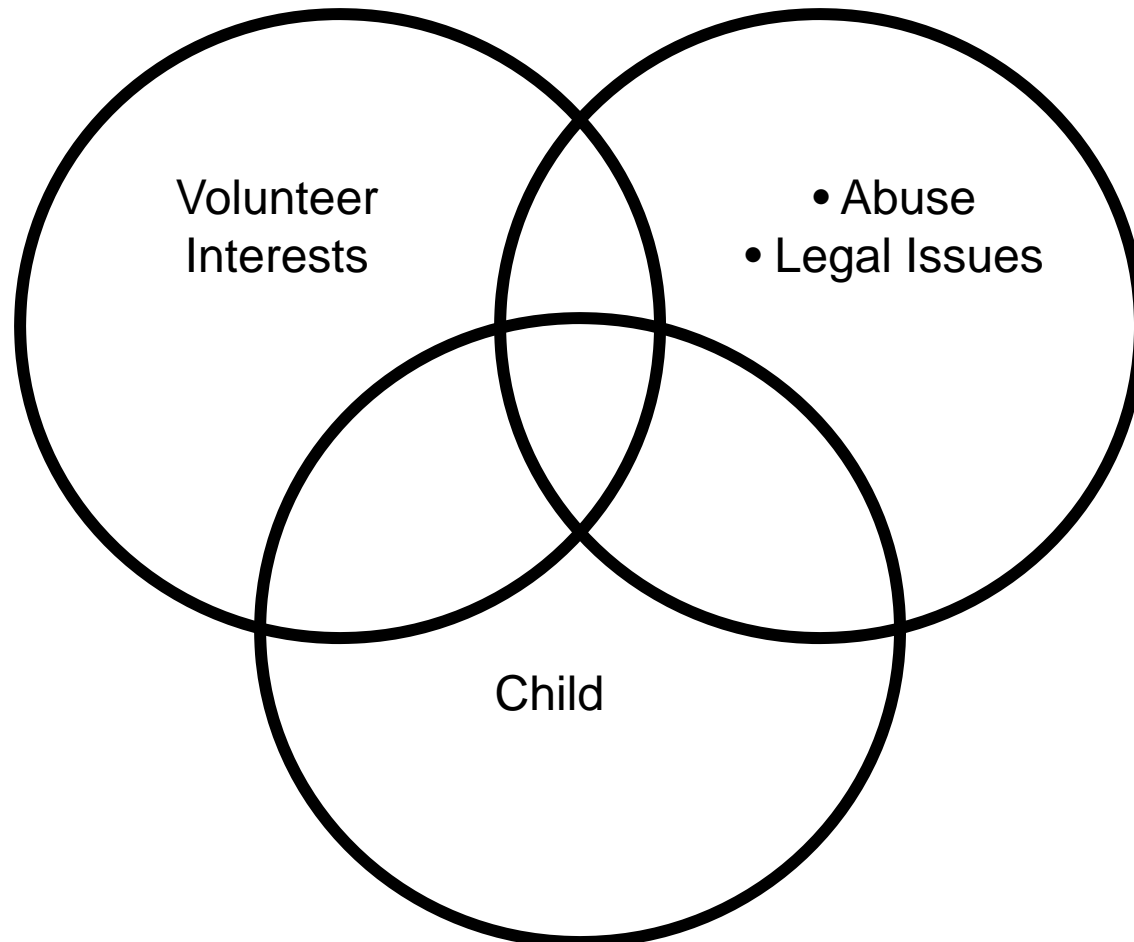
Primary Motivation to Become CASA Volunteer

1. Anger about abuse
2. Concern for children
3. Interest in legal issues

4. Want to see justice done
5. Respect for CASA organization
6. Bonds with other volunteers
7. Desire for work experience



CASA Volunteer





CASA National Identity Branding Report

- “I appreciate the ability to affect one child, diminish the negative tone in one life.”
- “I became frustrated hearing stories and feeling there was nothing I could do.”



CASA National Identity Branding Report

“If I were to ask a child involved in the
CASA program:

“What did your CASA volunteer do for
you? How did the volunteer make you
feel?”

What do you think their response would
be?



CASA National Identity Branding Report

- **32%** “Always there for me/wasn’t alone”
- **21%** “Made me feel loved/special/important”
- **13%** “Helped me get what I needed.”



A Quick Question

- “Anything about those answers worry you?”



CASA Volunteers

- Are not friends, mentors or buddies
- Act on behalf of the court
- Must maintain neutrality



Common Prohibitions:

- Do not give money or gifts to a child
- Do not provide counseling to a child
- Do not take a child to their home

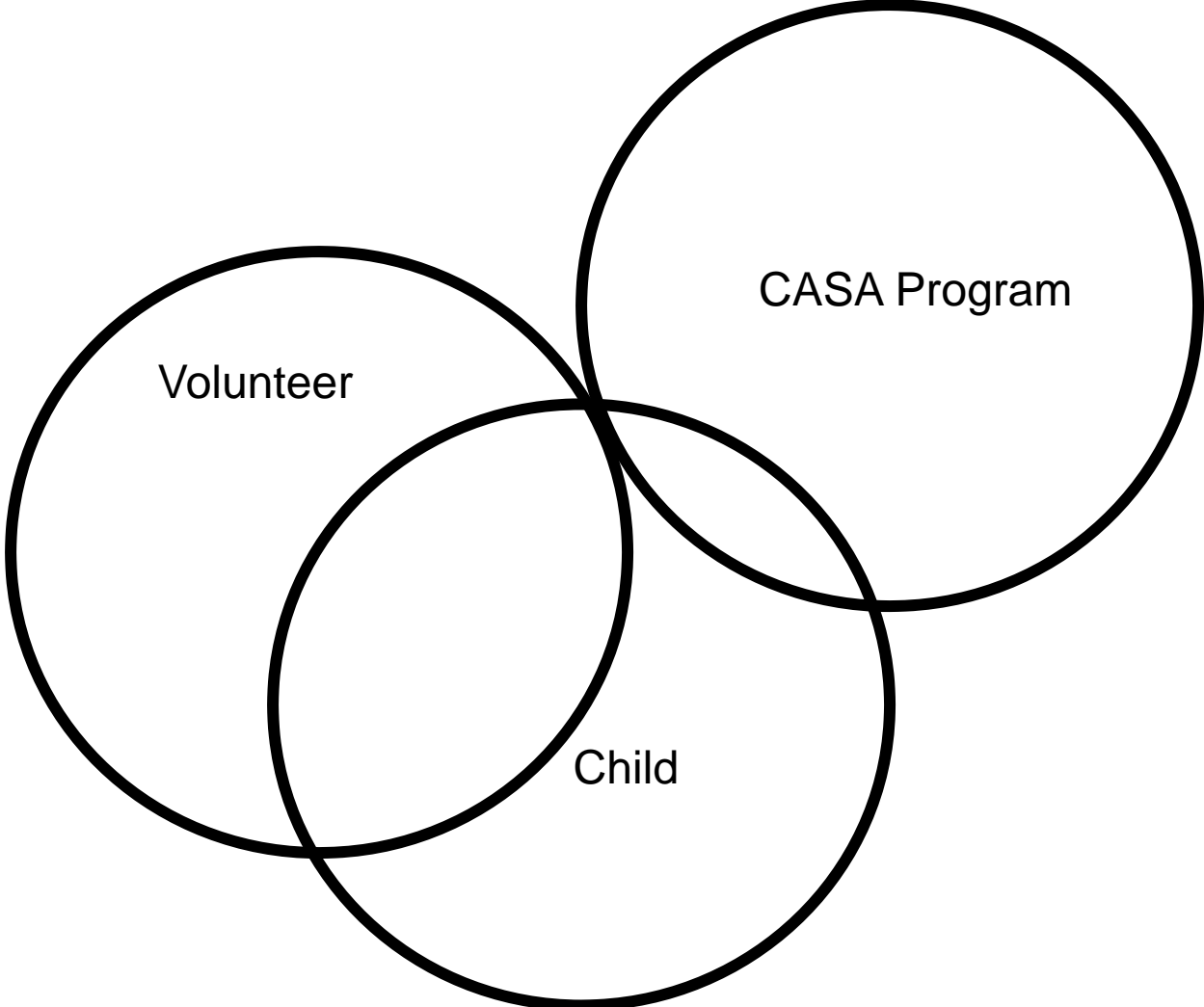
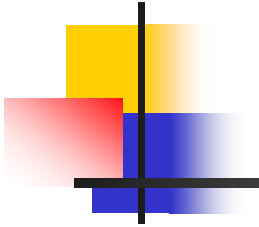


The Bind

Concern for the Child

vs

The System



Volunteer

CASA Program

Child

The Competition:

COURT APPOINTED SPECIAL ADVOCATES (CASA) OF CONTRA COSTA COUNTY

A POWERFUL VOICE IN A CHILD'S LIFE™

Did you know that each year over 2000 children in Contra Costa County come under the Court's care because they are unable to live safely at home?

These are the children in every community who are victims of abuse or neglect. Through no fault of their own they can end up spending years moving from one foster home to another. Research shows they're more likely than other children to face homelessness, unemployment, even prison as adults. This is a tragedy that takes a tremendous toll on our community. Yet, there is hope.

In a unique and cost effective way, CASA provides a life jacket for these children and yields positive results. For 24 years, volunteers trained by CASA have advocated for the needs of some of the community's most vulnerable children, those who have been abused, neglected, or abandoned.

A recipient of the Juvenile Justice Award from the Contra Costa County Juvenile Justice and Delinquency Prevention Commission, CASA has been cited nationally as a model juvenile delinquency prevention program.

Our CASA volunteers help the Court make informed decisions as to what is best for each child. In addition, the early intervention and positive involvement of a CASA volunteer greatly increases the likelihood that every child will get access to needed medical, educational, and therapeutic services and will become a healthy, contributing member of the community.

One little boy served by CASA was asked what was the biggest difference a CASA volunteer made in his life. His response: "My CASA volunteer helped me find a new mom who tucks me in every night."

Please help us continue to recruit, train and support our amazing community volunteers and join us as we celebrate the many individuals and organizations helping CASA fulfill the promise of hope in the lives of children throughout our community.



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Walnut Creek, CA 94596-3756
(925) 256-7284
www.cccocasa.org

Outreach materials for the *Evening of Promise* are sponsored in part by a grant from *The Ford Motor Company*.



*Light the way for a CASA child
to ensure the promise of a bright future*



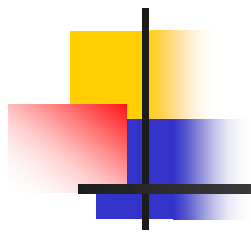
CASA
A POWERFUL VOICE
IN A CHILD'S LIFE™



Motivation

Turns into

Fixation



The
Dark Side
Of the
Force



Quick Discussion Questions

- Does this theory make sense to you?
- Can you think of an example of this kind of behavior among volunteers you've worked with?



The Rule of Unintended Consequences

- “Sometimes you get what you recruit.”

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SEATTLEBEERFEST.COM^{OR} *Call* 800-301-7715



**SEATTLE CENTER
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**JULY 4
to JULY 6**



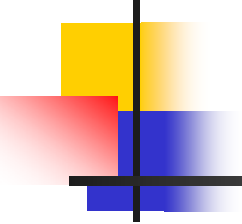
Boundaries

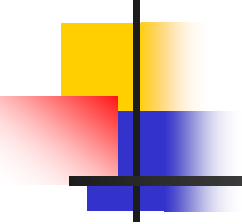
- A line distinguishing what is OK versus what isn't OK
- Hard to draw exactly:
situation, inherent lack of clarity



A bit about boundaries:

- Boundaries are designed to protect the volunteer both from getting into situations they are not qualified to handle safely and from losing control of their own personal lives

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- Boundaries are designed to protect clients and to show respect for their privacy and rights. They are also intended to reduce the dependency of the client.

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- Boundaries are designed to protect the volunteer agency by preventing its workers from doing work that is beyond the mission and sometime the competence of the agency.



Some areas where boundaries are drawn

- Show you some categories
- Have you discuss and apply these to your situations



Information

- *That the volunteer provides the client.*

Things clients do *not* need to know about volunteer's lives may include things such as: divorce, custody issues with our children, dates or social activities, death of a family member, family illness or other items of a more personal nature.

- *That the volunteer asks the client.*

Volunteers will show respect for the privacy of the client, and should avoid intrusive questions about the client's personal situation that do not relate specifically to the work being done with the client.



Degree of Contact

- Hours, duration, location
- Volunteers have a right to a life:
You are not on call 24 hours a day unless that is specified in your role description.



Nature of relationship

- Friendship versus intimacy
- Appropriate versus inappropriate
- Dealing with gifts
 - The work of SMP volunteers often engenders gratitude among beneficiaries. It is understandable that some SMP clients and those who care for them wish to express their thankfulness through gifts to the people who have been so helpful. However, acceptance of personal gifts by SMP volunteers is prohibited to prevent, and prevent the perception of, exploitation of SMP beneficiaries and their families and caregivers and to protect both the reputation of the SMP and its volunteers from accusations of favoritism or personal gain.
 - SMP volunteers do not accept gifts from beneficiaries, their families, caregivers, or other representatives. Any such offerings are respectfully and tactfully declined, citing, as needed, this policy as the basis for their action.



Outside tasks

- Volunteers should not go beyond the specific activities outlined in their role description without first obtaining the approval of their supervisor. This includes performing personal services for the client that are not part of designated role activities. If you encounter additional needs of the client, talk with your supervisor and they will attempt to locate sources of aid for the client.
- Especially dangerous: financial and medical actions



Representation and affiliation

- Volunteers are agents of the SMP while functioning in their assigned volunteer roles. Volunteers are not spokespersons for the SMP in any formal sense.
- Volunteers are authorized to act as representatives of the SMP only as clearly and specifically prescribed by their role descriptions and only to the extent of such written specifications.



Application Discussion

- In what areas can you see possible problems?
- Where/how do you want to draw the line?
- Any questions you have



Discussion

- Information
- Degree of contact
- Relationships
- Outside tasks
- Representation



Danger Signs:

- Passage of Time: a thousand small temptations
- Significant life changes involving loneliness
- Tendency toward personalizing
- Supervisor turnover



1. Prevention

- ✓ Clear policies
- ✓ Case study training discussions: “what would you do if faced with...”



2. Add to Supervision

- ✓ Train staff to be alert - don't just focus on “bad” ones
- ✓ Strict enforcement: “for the encouragement of the others...”



3. Focus on Helping the Client

- ✓ Ask about client needs
- ✓ Stress willingness to find help
- ✓ Create linkages with other agencies



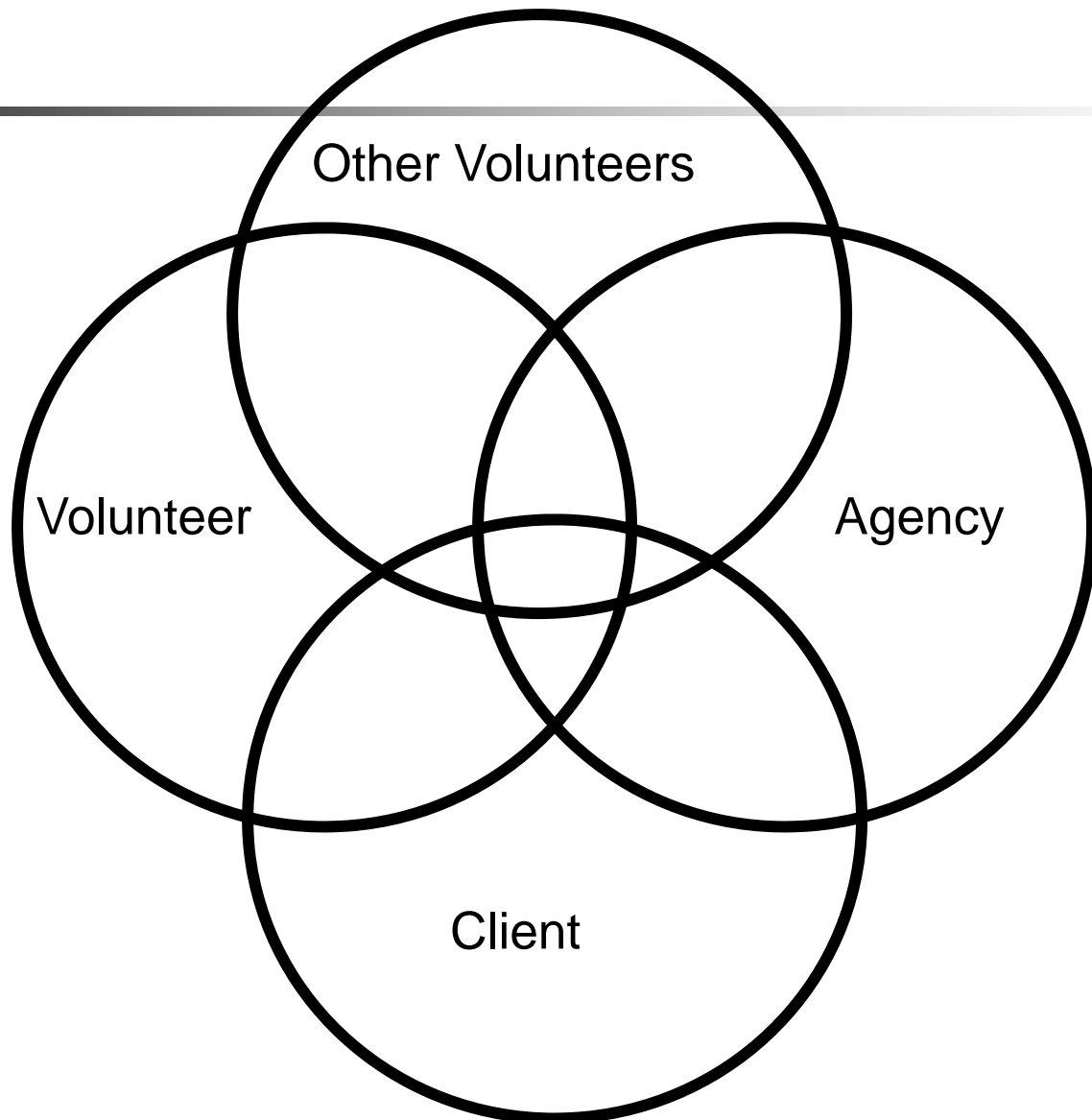
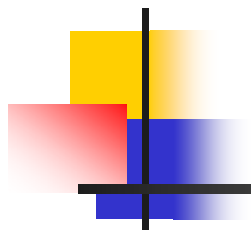
4. Reduce Frustration

- ✓ Shared successes
- ✓ Sabbatical/timeout



5. Create Counter-Bonding

- ✓ Staff
- ✓ Other volunteers
- ✓ Buddy system



Other Volunteers

Volunteer

Agency

Client



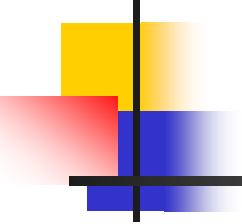
Big Mistake

- If the only person in the organization the volunteer bonds with is the volunteer coordinator, what happens if the volunteer coordinator leaves the organization?



6. Remove from Contact

- ✓ New assignment
- ✓ “Promotion”

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- This should all be familiar to you because in mission-based programs the other people most likely to **break program rules** with the best of intentions are **paid program staff...**



Further help

- Steve, shm12@aol.com