Addressing Dilemmas for Volunteer Development Work

Step 1: Gather Facts

Collect factual information by asking questions

Tell me more about that.
Describe what you observed.
What did you hear him/her say?
How long has this problem existed?
Is there anything else you want to add?
Who are they key players?

Acknowledge the emotions and feelings of the individual

Avoid agreeing with or denying the feelings.
Just let them know you hear what is being said.
“I can tell that you feel…”
“I hear you saying that…”

Describe the issue in one or two sentences

Is this an Extension Issue?

Yes

Identify who in Extension is responsible for solving the problem

No

Who should this issue be directed to?

Identify the key players

- Educator working with youth
- Educator working with volunteer on youth issue
- Educator working with adult volunteer(s)
Step 2: Filter/Analyze the Issue using Categories of Dilemmas*

- **Supporting, guiding, or motivating others.**
  - Does this issue support meaningful outcomes for the individuals involved?
  - Does this issue hinder the individuals involved from supporting youth?
  - Does the issue prevent others from creating a positive supportive environment for learning?

- **Developing or enforcing guidelines or policies.**
  - Does this issue hinder developing positive group norms?
  - Does this issue violate state or national (4-H or Extension) policies?
  - Does this issue violate any law?
  - Does this issue hinder achieving the mission?

- **Behaviors, relationships, or personality traits.**
  - Are people respected?
  - Are people being excluded so as to limit their involvement?
  - Are there discriminatory practices?
  - Is there preferential treatment? Is there a welcoming environment?

- **How the organization conducts business.**
  - Does this issue limit Extension work?
  - Does this issue prevent the organization/group from conducting its business?
  - Are there written bylaws and guidelines? Are they consistently followed?

- **How one connects with the community or another organization.**
  - Does this issue affect the image or perception of the organization within the community?
  - Does this issue involve others outside of the organization who are affecting the person or group's ability to participate or do their work?
  - Does this issue affect a partnership that Extension or a person would have with an outside organization or the community?
  - Does this issue affect how individuals are able to work and interact within their families or the community?

Step 3: Filter/Analyze the Issue using your State's Principles of Practice**

Example below from Wisconsin 4-H Youth Development Principles of Practice***

- Programs at all levels are conducted under the authority of Cooperative Extension and the United States Department of Agriculture.
- Programs must comply with University and National 4-H policies, and state and federal law.
- The principle outcome is positive youth development.
- Programs are public.
- Programs respect and encourage youth voice.
- Programs and groups are inclusive.
- Serving as a 4-HYD volunteer is a privilege, not a right.
- Programs for youth are delivered primarily through volunteers.
- Programs are non-formal, primarily offered during out-of-school time.
- Local decision making is important and preferred.

Adapted from Larson & Walker, 2007, and Hutchins 2008

**Adapted from Hutchins, 2008

***Guiding Philosophy for 4-H Youth Development Professionals, Greg Hutchins, 2008
Step 4: Resolution Planning

Restate the issue:

Identify Your Role:
- Educator
- Advisor
- Link to the University
- Mission Guardian

Do I need help or support from my Region Liaison? Department Head? Regional Director? Mentor? Program Director?

Logistics of Resolution Session:
Location and Room Set up
Identify who will be present
Is an agenda needed?
Does the meeting need ground rules?

Planning Box:
Are there documents I need to collect or review?
What will I say?
How will I communicate my role?
What are possible consequences?

Step 5: Follow Up

Staff Person documents resolution process

Implement follow-up plan

Determine Follow-up Plan and Timeline