Volunteers are the key to successful management of a multi-faceted 4-H program. The ISOTURE model provides a process for maintaining an effective volunteer staff. These processes are not always completed in sequence, but are all equally important.

**ISOTURE Model**

<table>
<thead>
<tr>
<th>I</th>
<th>IDENTIFICATION: The process of finding people who have the competence and attitudes essential to fill specific leadership positions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>SELECTION: The process of studying the backgrounds of prospective volunteers identified and motivating them to fill selected positions.</td>
</tr>
<tr>
<td>O</td>
<td>ORIENTATION: The process of orienting those recruited in the role to the expectations of 4-H and the volunteer position.</td>
</tr>
<tr>
<td>T</td>
<td>TRAINING: The process of stimulating and preparing volunteers to acquire knowledge and to develop attitudes and skills necessary to enable them to be successful in their volunteer roles.</td>
</tr>
<tr>
<td>U</td>
<td>UTILIZATION: The process of providing the opportunity for volunteers to put acquired knowledge and skills into action in the most appropriate way and to function in a supportive environment.</td>
</tr>
<tr>
<td>R</td>
<td>RECOGNITION</td>
</tr>
<tr>
<td>E</td>
<td>EVALUATION</td>
</tr>
</tbody>
</table>

**I - IDENTIFICATION:**
- Identify needs of the county 4-H program and volunteer roles to meet those needs.
- Recruit volunteers for specific roles through target marketing.
- Identify potential volunteer.
- Provide an introduction to 4-H and role of volunteer.
- Potential volunteer completes 4-H Volunteer Application.

**S - SELECTION:**
- Screen potential volunteer through background screening and reference checks.
- Interview the potential volunteer.
- Match volunteer to needed roles.

**O - ORIENTATION:**
- Provide new volunteer training using the *4-H Leader Training Series*.
- Volunteer completes *4-H Volunteer Registration Form*.
- Volunteer is officially appointed as a 4-H volunteer by Extension/4-H staff.

**T - TRAINING:**
- Provide ongoing opportunities for training through a variety of methods.

**U - UTILIZATION:**
- Support volunteers to actively carry out responsibilities.
- Provide opportunities for mentoring from other volunteers as well as professional staff.

- Continued –
R - RECOGNITION: The process of recognizing and rewarding sound volunteer performance.
  • Provide a variety of ongoing recognition, in both formal and informal settings.

E - EVALUATION: The process of determining results of volunteer performance and giving useful feedback. Help volunteers obtain the results they wish to accomplish.
  • Provide continuous feedback.
  • Formally evaluate through annual review.

Adapted from THE RED TAXI, Getting Volunteers Where They Need to Go, National 4-H Council, 1994

4-H is the youth development program of the Cooperative Extension Service, a nationwide partnership of federal, state, and county governments, and the private sector. The Clemson University Cooperative Extension Service offers its programs to people of all ages, regardless of race, color, sex, religion, national origin, disability, political beliefs, sexual orientation, marital or family status and is an equal opportunity employer.