

Volunteer Vetting Processes within Nonprofit Organizations

Honors Undergraduate Thesis

Presented in Partial Fulfillment of the Requirements for the Degree with Honors
Research Distinction in Business Administration in the Fisher College of Business of The
Ohio State University

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2020

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Abstract

This report uses multiple Ohio chapters of Big Brothers Big Sisters to analyze how children-centered nonprofit organizations manage the tension between efficiently and successfully meeting their objectives and ensuring child safety via their volunteer vetting processes.

Organizations like Big Brothers Big Sisters that rely heavily on volunteer participation face many risks when vetting volunteers. The process used to vet these individuals, including recruitment, screening, acceptance, and certification, is lengthy; however, there is a buildup of demand for volunteers while this process is taking place. This research looks to understand if the vetting processes are able to balance safety of children with efficiency of the process.

Several methods were used for compiling data: internal surveys within Big Brothers Big Sisters; analysis of financial reports and grants of nonprofit organizations; and analysis of donor reports for these same organizations.

The data accumulated within this research serves to determine if and how the vetting processes used by Big Brothers Big Sisters to vet potential volunteers is both successful and quick. Public opinion and reputation play a large part into the financial and overall success of nonprofit organizations, which is taken into account for success of the vetting process.

Acknowledgments

First, I would like to thank my research advisor, Brian Mittendorf, for helping me along the way and providing me with both motivation and inspiration to overcome barriers during this process. Without his advice and insight, this project would have been impossible to begin, much less to complete.

The staff members at Big Brothers Big Sisters of Central Ohio and Greater Cincinnati also deserve my thanks for providing me with valuable insight into their organizations. Additionally, a special thank you goes out to Megan Vance for showing me what a great organization BBBS is and to Sarah Miller for helping facilitate my survey and being my point of contact with the agency.

Lastly, I would like to thank my family and friends for their unconditional love and support through everything I take upon myself to do.

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Fields of Study

Major Field: Operations Management

Minor Field: Nonprofit Management

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Chapter 1. Introduction and Background

Child-serving nonprofit organizations must carefully select volunteers due to the high levels of risk associated with negative volunteer-child interactions. These organizations that rely on volunteers to achieve their mission face heavy tension in the process used to vet these volunteers. The need for a safe, cautious, multilayer approach to volunteer vetting clashes with the need to fulfill organizational objectives by quickly and efficiently processing volunteer applicants to begin benefitting children in their programs immediately. The clash between these two needs of the organization ultimately culminates in tension within the volunteer vetting process used. Efficiency is needed, but so is safety. The nonprofit organizations that allow child-volunteer interactions to be isolated – such as Big Brothers Big Sisters, Boy Scouts, and Girl Scouts – must be aware of the high risks while also understanding that volunteers are what keep their programs fulfilling objectives. Risks to child safety from volunteers include physical, emotional, and sexual abuse, all of which are detrimental to a child. Child-serving nonprofits meant to benefit children but instead exposing them to unsuitable volunteers is paradoxical and has negative consequences for both the organization and the child involved. Prevention of this is necessary, and volunteer vetting processes are the key barrier to this issue becoming a reality.

To analyze how children-serving nonprofit organizations manage the tension between efficiently and successfully meeting their objectives and ensuring child safety via their volunteer vetting processes, I conducted a study of multiple Ohio chapters of Big Brothers Big Sisters. The process used by Big Brothers Big Sisters within multiple local chapters was examined to determine how the organization attacks and balances that tension. Big Brothers Big Sisters is a non-profit organization with the mission to “[c]reate and support one-to-one mentoring relationships that ignite the power and promise of youth” in order for each young person in the program to meet their full potential. Known across the country, Big Brothers Big Sisters has been serving the nation since 1904 and notes many statistics objectively proving the value of its programs. The program matches children, or “Littles”, to adults, “Bigs”, in a one-to-one relationship meant to positively influence the Littles.

The mission of Big Brothers Big Sisters is completely reliant on volunteer Bigs for the program to be successful. Without sufficient adult mentors, the one-to-one relationships cannot be formed; however, the nature of the organization requires trusting the Bigs to have no hidden motives or risk issues. The mission of Big Brothers Big Sisters is completely compromised by a safety risk, which can provide harm to the Little instead of the expected benefits. Thus, an intense and cautious vetting process is needed by this organization and ones similar to it.

The vetting process used has many steps in order to screen out potentially risky volunteers. Big Brothers Big Sisters takes on a holistic approach in their standards for vetting volunteers. This requires a background check on each level (federal, state, and

local) alongside in-person interview(s), multiple personal and professional references, home assessments, and a driving check to complete with an application to the program. The organization ensures proof of automobile insurance and a photo ID check, and they contact any youth-serving organizations the volunteer had worked with in the past. If the potential volunteer had any recent counseling sessions or mental health-related hospitalizations, a counselor reference is also required. If any weapons are owned, a disclosure must be signed that the weapon will be safely stored and never in the Little's presence. Additionally, policy requires specific rules for social media, technology, limitations on home visits with the Little, stricter limitations on overnight stays, and the requirement of information provided to the volunteer about technology, booster seat laws, and other safety concerns. Matches meet with a representative of Big Brothers Big Sisters often to ensure the match is successful, safe, and supported. This process is continuously reviewed, and vulnerabilities are removed as soon as they are found.

Throughout this multistep vetting process, many different "red flags" can occur, preventing volunteers from completing the process and becoming a Big. Obvious safety concerns include criminal activity or other incidents on background check, driving violations, negative references, past legal issues, inappropriate online content, lies or poor responses during the interview(s), and emotional instability. These all are known "red flags" for Big Brothers Big Sisters staff members, as they imply potential safety concerns. In such a sensitive organization, the staff prefers false negatives to false positives and instills policies that err on the side of caution. In addition to the more obvious issues, several other aspects throughout the entire process can be flagged as

dangerous or concerning for child safety. Among these are personal characteristics included a history of noncommittal behavior (as implied by past experiences or noted by references), unwillingness to be coached by staff, inability to form relationships, poor communication skills, inflexibility, unrealistic expectations, or self-serving motivation for applying. Most intriguingly, higher than average experience working with children is a big concern for potential Bigs. Denials issued based on this is preventative and important; many offenders of sexual abuse or other crimes against children bounce around organizations, areas, or experiences with children to prevent being caught. While unfortunate for applicants that are not predators but rather just enjoy working with children, the organization once again prioritizes preventing false positives over preventing false negatives.

This case study only analyzes in depth the process used by Big Brothers Big Sisters and its effects; however, implications about similar organizations such as Boy Scouts and Girl Scouts, among others, can be made from the resulting data. The data found is particularly useful for child-serving nonprofit organizations that, like Big Brothers Big Sisters, allow volunteers to have time alone with children in the program.

Chapter 2. Literature Review

Literature found on this subject can be split into the two primary subjects that encompass this research: (i) the effectiveness of volunteer vetting processes and (ii) the importance of successful vetting in child-serving organizations. Little literature has been written simultaneously analyzing the efficacy and necessity of the volunteer vetting processes.

In terms of efficacy, Tilbury (2014) points out the inevitability of false positives in any vetting process. She describes the ineffectiveness of background checks, as the individual in question must have been formerly charged for past incidents for any issues to appear on a background check (Tilbury, 2014). Additionally, criminal background checks can provide a false sense of security to the public, children, parents, and workers despite the high likelihood of false positives. Tilbury (2014) elaborates that relying solely on criminal checks has been determined unsafe and can disguise risk to children by the assumption that these individuals are suitable to work with children.

Budiselik, Crawford, and Squelch (2009) also examine the effectiveness of background checks in Australia. This study reiterates the aforementioned risk of relying solely on preexisting charges against individuals applying for the check as well as the need for more sources of information to determine suitability of applicants. Budiselik et al. (2009) describe various records pertaining relevant information about an individual's

suitability for child-serving work that is held by government agencies, including court decisions in custody cases and abuse investigations. They argue the need to include this accessible information in considering an applicant's suitability, as not all abuse allegations end in criminal prosecution even if substantiated (Budiselik et al., 2009). This establishes the potential inefficiency of vetting process within these organizations.

Literature on this subject also discusses the sheer need for child-serving organizations to heavily vet any applicants to volunteer or work for their organization. Price, Hanson, and Tagliani (2013) discuss risk assessment in child-serving organizations, finding a range of 5% to 12% of screened applicants to be considered unsuitable based off of five organizations involved in the study. Additionally, their analysis of the wide variety of context in which abuse occurs combined with the fact that individuals making hiring decisions – or in some cases, accepting and rejecting volunteer applicants – are not trained to identify child safety threats as their main job role (Price et al., 2013). Rather than allow all responsibility fall on the shoulders of these individuals, an intensive vetting process must be in place that bars applicants with malicious intent from becoming involved with the organization. Jacobs and Blitsa (2012) described the pilot of fingerprint-based background checks in the United States and its demonstration of the need for intensive screening procedures. Of volunteers working with child-serving nonprofits in 2009, 6% were found to have a disqualifying conviction. Additionally, 50% of individuals with a criminal history falsely denied a past conviction (Jacobs & Blitsa, 2012). These statistics demonstrate the ease that unsuitable individuals can become

involved with child-serving nonprofits without being noticed, amplifying the need for an efficient and safe volunteer vetting process.

Chapter 3. Research Methodology

The research methodology used serves to analyze the tension between efficiency and safety of volunteer vetting processes in child serving nonprofits. This research serves to find answers that signify how a vetting process can be successful in keeping the children the nonprofit serves safe as well as efficient in moving applicants through the process to ensure the objectives of the organization are met.

An anonymous survey was conducted to gauge employee perception of the volunteer vetting process at Big Brothers Big Sisters (BBBS). This survey was isolated to Ohio chapters of the organization. Five Ohio chapters were contacted requesting permission to survey the staff members. Three chapters responded, and two gave final approval of the survey. These two chapters are Big Brothers Big Sisters of Central Ohio and Big Brothers Big Sisters of Greater Cincinnati. 22 employees from BBBS Greater Cincinnati and five employees from BBBS Central Ohio were sent the survey from the approving supervisor. 10 of the 22 Greater Cincinnati employees responded, and three of the five Central Ohio employees responded.

The survey, demonstrated in Appendix A, included both quantitative and qualitative questions surrounding the efficiency of the vetting process, routines of the organization, and severity of safety scandals. The purpose of the survey in relation to this research was to provide internal answers about the vetting process to develop an

understanding of if and how Big Brothers Big Sisters provides a balance between efficiency and safety.

Quantitative questions concerning success and quickness provided concise answers regarding the efficiency of the process. A quantitative question about the severity of a child safety scandal on Big Brothers Big Sisters demonstrated the need for a successful vetting process. Qualitative questions about the strengths and weakness of the vetting process provided insight on where other organizations can take from or improve upon the vetting process used by Big Brothers Big Sisters. A qualitative question about issues preventing applicants from being accepted into the program helped gather information on the success of Big Brothers Big Sisters' vetting process.

The information gained from this survey is all based upon employee perception; thus, the information is internal in nature and not typically shared with the public. The information is difficult to collect and only provided with approval from within the chapter. Due to these circumstances, the sample pool is very small and was intentionally limited to Ohio chapters only.

To supplement this survey and take a more holistic approach to researching Big Brothers Big Sisters as it relates to similar organizations, financial statements were collected and analyzed to illustrate the severity of a child safety scandal in nonprofit organizations. These reports, including Form 990s and Audited GAAP-basis Financial Statements, are major indicators of public opinion of the organization. Reputation is key to continuing the functionality of nonprofit organizations, as most depend on public donations and/or government grants for a major portion of their revenue. The analysis of

these financial reports determines how public opinion changed after a scandal, shown via financial contributions.

Form 990s and Audited Financials published by Big Brothers Big Sisters of America, Boy Scouts of America, and Girl Scouts USA were analyzed. The national level of these organizations was selected to better demonstrate the change that occurred in financial situations. To show the change in public opinion after many child abuse allegations in 2011 and 2012, the public contributions to Boy Scouts of America in 2012 were compared to that of 2011. Additionally, the public contributions to Big Brothers Big Sisters of America and Girl Scouts USA during the same years were compared to ensure any changes to Boy Scouts of America's contributions were not due to external factors affecting many nonprofit organizations.

Chapter 4. Results

The bulk of the research done on Big Brothers Big Sisters' volunteer vetting process was based off of a survey taken by current employees. It is important to note that every answer is solely based off of employee perception. Additionally, the sample size of this survey is very small, due to the internality of the results. Employee perception is not available to the public, and it was solicited through email. Despite contacting multiple chapters across Ohio, only two chapters responded agreeing to fill out this survey. Through these two Ohio chapters, 22 employees were reached and only 13 employees responded. The difficulty to reach even local chapters kept the responses to this smaller sample size. Non-local chapters were not contacted.

The survey sent to employees at Big Brothers Big Sisters included both quantitative and qualitative questions, and it is depicted in full in Appendix A. The questions inquired about employee perception about the volunteer vetting process from a variety of perspectives. The questions to the respondents included emphasis placed on the vetting process, quickness, success, and areas of improvement, among other questions. The overall purpose of the survey was to understand the volunteer vetting process of Big Brothers Big Sisters in relation to the tension between organizational mission success and ultimate safety of the children served by the agency.

The first question employees were asked to consider is the emphasis placed on the volunteer vetting process within Big Brothers Big Sisters of America. Across both surveyed chapters, the employees rated emphasis very highly. Responses are demonstrated in Figure 1 below. The lowest response was a 7 out of 10, and this was the only response lower than a 9 out of 10. The overwhelmingly high response rate aligns with the proven necessity for intensive vetting processes for child-serving volunteers. Additionally, this emphasis shines light on the priorities of the organization, especially when the quickness factor is surveyed.

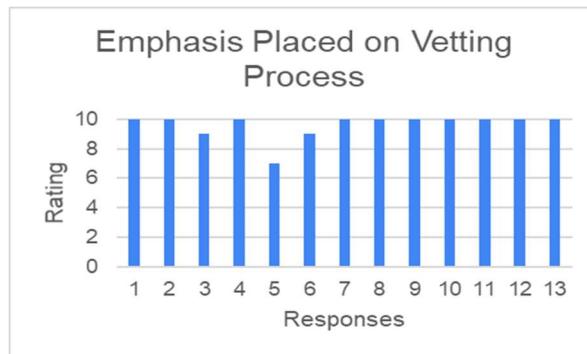


Figure 1. Emphasis Responses

The spread of responses by employees for their perception of quickness was much broader than their perception of the emphasis put on the vetting process. 23% of the responding employees perceive the vetting process as very quick, rating it a 10 out of 10; however, another 15% disagreed and responded that quickness was a 6 out of 10 as shown in Figure 2 below. This spread is much different than the emphasis, but the average response is still relatively high. This data reflects a connection between the two. While there will always be a tension between meeting organizational objectives in serving children and restricting volunteers to ensure child safety, Big Brothers Big Sisters

reflects that quickness and efficiency of vetting volunteers can be improved through increasing the emphasis placed on the process.

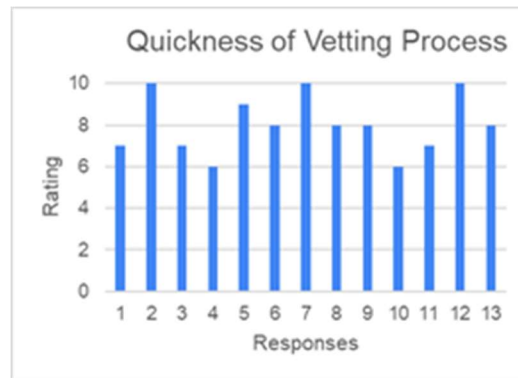


Figure 2. Quickness Responses

The consensus among employees at Big Brothers Big Sisters regarding their organization's vetting process as rather successful, with little variation across the respondents' perceptions. Approximately 62% of respondents rated the success of the process as 10 out of 10, shown in Figure 3. This is impressive, and it is reflected in the continuity of public support as depicted later through financial statements. An additional survey question asked respondents if they believed the current vetting process within Big Brothers Big Sisters efficiently balances efficient procurement of Bigs with sufficient safety of Littles, and 12 of the 13 responses were positive, demonstrated in Figure 4 below. This illustrates how the tension between efficiency and safety in the vetting process is balanced.



Figure 3. Success Responses

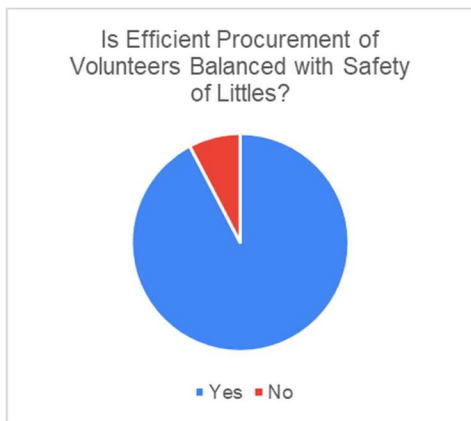


Figure 4. Balance Responses

All employees agree on the approximate severity of a safety scandal on the reputation of Big Brothers Big Sisters. The average rating of 9.3 out of 10 for severity demonstrates the internal perception of how much a child safety scandal can affect the organization’s reputation. Results are shown in Figure 5 below. The need for safety in the vetting process is illustrated through these ratings. This survey response provides answers that consider how Big Brothers Big Sisters views a child safety scandal, and the high rating of severity implies the understanding of a high need for a cautious and safe volunteer vetting process. With the importance of public opinion in the nonprofit sector,

scandals tarnishing an organization’s reputation can have consequences that are both lasting and incredibly harmful.



Figure 5. Severity Responses

Respondents’ roles in the volunteer vetting process of Big Brothers Big Sisters varied across all responses. Some interview applicants and assess volunteers’ homes, some supervise enrollment from inquiry through match, and others conduct reference checks or simply provide advice to those more directly involved. This wide variety of roles within the process also provided a varying description of the volunteer vetting process.

Aggregated responses from the 13 respondents found the following simplified process for volunteers being vetted by Big Brothers Big Sisters: attend the Orientation Webinar; training by staff on youth population and child safety rules; interview with staff member; home assessment by staff member; refresher of program rules and guidelines; background check; driving check (not needed in all programs); contact references (extra reference from agency if volunteer has past volunteer/work experience with children); holistic assessment by staff members. However concise, this simplification is insufficient in describing the overall volunteer vetting process used by the agency.

With such a sensitive area of work, Big Brothers Big Sisters has several different steps to prevent child safety issues. For example, the background check is multi-layered. Government criminal background checks are done, and this is run through a verified service to ensure all issues are checked. A sex offender registry search is required for all applicants, as well. Driving record checks are done along with verification of car insurance and a valid driver's license if the Big will be community-based (as opposed to school-based). Volunteer applicants are also asked to self-identify past criminal charges in a pre-questionnaire survey, and both a domain search and social media search are done by the agency as a part of the vetting process. The references consist of many tiers, including personal and professional. Additionally, Bigs must report any youth-serving organizations with whom they previously worked or volunteered, and these organizations are contacted. If the applicant has seen a counselor in the past three years, their information must also be provided for the agency to contact.

Employees were also asked what issues or "red flags" may prevent volunteers from being accepted into the program. This question provided a broad range of answers. Issues such as untimely responses, inflexible schedules, unrealistic expectations of the program, lack of engagement with the organization, failure to complete the enrollment process, and unwillingness to share personal information were all mentioned. These tame red flags make sense, but they are not what is often brought to mind when considering issues preventing people from being accepted into a child-serving program. In addition to these, obvious red flags such as violent crimes, inappropriate home environment, negative reference(s), alarming information on background checks, and an unsafe driving

record were all mentioned by respondents. Issues that are less predictable include unaddressed mental health issues, poor physical health, and over-involvement with children in the past. Poor mental and physical health affect the relationship with the Little and can decrease time spent together. Over-involvement is noted as a “red flag” as a precaution; child predators may bounce between different child-serving organizations and programs to exploit the trust given to them. They then leave the organization before being caught to continue flying under the radar. Big Brothers Big Sisters proactively rejects potential volunteers that seem suspicious of this activity. The issues preventing volunteers from being accepted into the Big Brothers Big Sisters program is widespread and holistic, much like the volunteer vetting process itself.

Almost every respondent stated that the entire process was done well when asked about specific aspects that are more successful. Those that said all steps were successful expanded on how and why. The process is continuously reviewed to discover and eliminate any vulnerabilities from the vetting process. They also state the importance of following standards set by the government and the organization. Additionally, the holistic nature of the process allows for even more success as challenges are being tackled from many sides with continuity of staff contact. Specific aspects of the process noted as being especially successful were the background checks, interviews, and multiple references. The background and driving checks were said to be processed very quickly, adding to the efficiency of their process. Additionally, the interviews were perceived as addressing potential issues directly with a “wide variety of questions and follow up questions” to ensure proper assessment of potential volunteers. The agency also requests references

from both family and youth-serving organizations with which the applicant worked in the past. The employees described their vetting process as “thorough” and multi-leveled.

When asked what steps of this process need improvements, five of the 13 respondents felt that no improvements were needed or described the practice of continuous improvement used at Big Brothers Big Sisters in keeping their vetting process up to date. Of the eight employees with ideas for improving the process, two responded regarding the volunteer interview. One of these responses cited a current revamp of the interview to increase the focus on diversity, equity and inclusion. The other believed questions in the interview should be more probing. Additionally, multiple responses noted the difficulty in reaching references. Whether youth-serving organizations or just personal references, four of the surveyed employees mentioned the need for these references and the ineffective practices currently used. One cites an organization policy of making three attempts to contact youth-serving organization references. If no response, the references is voided. The respondent believes it is beneficial and should be required to speak with past youth-serving organizations before continuing with the process. Other areas of improvement mentioned included safety measures for staff interviewers, timely completion of match support documentation, increased automation, and increased vetting about scheduling issues.

In addition to the survey of current employees, financial statements were gathered and analyzed to determine the impact of a child safety scandal on nonprofits’ reputation and consequential success. The major Boy Scouts of America scandal – spread nationwide by the media in 2012 and continuing afterwards – is used as an example for

how these scandals affect child-serving nonprofits. Boy Scouts of America is similar in volunteer structure and target population to Big Brothers Big Sisters. The controversy in 2012 greatly affected the Boy Scouts name, program, and funding. Their overall revenue pulled from the 2012 Form 990 decreased from over \$218 million in 2011 to just under \$192 million in 2012. Contributions and grants reeled in over \$101 million in 2011 but decreased by almost 37% to approximately \$64 million in 2012. Excluding government grants, the audited financials for Boy Scouts of America reports contributions and bequests as \$61 million in 2011; the 2012 contributions and bequests only hit \$27 million. This is a 55% decrease in the public's support of the nonprofit, and it is reasonable to attribute this shock to the child safety scandal occurring between these two reports. Form 990s from 2011 and 2012 show insignificant changes in public contributions for similar organizations Big Brothers Big Sisters of America and Girl Scouts USA, suggesting that these decreases were limited to Boy Scouts of America and not related to external or economical factors. As nonprofits need public opinion to remain successful, this major economic impact demonstrates the severe effects of a child safety scandal and the need for a successful volunteer vetting process by child-serving nonprofits.

Chapter 5. Discussion

Qualitative survey answers from staff members at Big Brothers Big Sisters cited multiple times the proactive and holistic approach to volunteer vetting that the organization takes. Proactivity in the volunteer vetting process allows for a balance of safety and efficiency. When rejecting an applicant immediately upon discovering an issue, the organization avoids a long process to prove the issue's legitimacy as well as a potential threat to the safety of children in the program. There are, naturally, both positive and negative consequences of this policies; process time is increased while risk decreases, but this proactiveness comes with the potential to turn away volunteers who could be very successful in the program and beneficial to the Little they would have paired with. Mitigating child safety risk needs to be a priority to Big Brothers Big Sisters for their organization to maintain success. The proactive process allows for many false negatives so that it can prevent false positives. The need for Bigs is important, but this process depicts the priorities of Big Brothers Big Sisters to be child safety.

In addition to the proactiveness of their volunteer vetting process, Big Brothers Big Sisters takes a very holistic approach. Rather than examine their applicants based solely on a criminal background check, which portrays only offenses where a perpetrator was found out and charged, Big Brothers Big Sisters assess the volunteer from all angles. Using a multiple-step process of varying depths allows for the organization to gain a

better understanding of the applicant and uncover some of the red flags not found with a criminal background check. Home assessments, personal and professional references, multiple interviews, and social media searches – among other steps – allow the organization to fully assess the applicants on a deeper level than if it used just one or two levels of assessment. The holistic approach is very important when considering the variety of red flags described by the staff survey respondents, and it allows for both objective and subjective evaluation. Positive quantitative results from the survey questions provide further evidence of the effectiveness of the style used by Big Brothers Big Sisters in vetting volunteers and suggest the safe and successful nature of the vetting process used within the organization.

These results are limited by the small sample size used due to the internal nature of the data; however, future research with accessibility to a large sample size should analyze the linkage between different aspects of the process to see how they interconnect and lead to an increased or decreased balance of the tension. Additionally, any future research into these processes should compare different child-serving organizations to find key differences in their processes that may affect either the efficiency of the process or the suitability for working with children of the resulting volunteers.

Nonprofit organizations need public support to maintain financial success, and child safety scandals clearly make a large impact. The need for intensive, successful volunteer vetting processes by child-serving nonprofit organizations is clear. To be able to strive towards their missions, child safety must be prioritized through a holistic vetting process in these organizations. Additionally, the process must also be quick enough to

prevent long delays for the children hoping to enroll in programs offered by these nonprofits. The proactivity of volunteer vetting processes allows for minimal wasted time with a low likelihood of false positives; this is the key to balancing safety with efficiency. While these false negatives can decrease the available volunteers to serve as Bigs, the vetting process must ensure safety of all Littles in the program. Without this safety, the organization itself can crumble, meaning no children can benefit from the program at all. This is shown through analyzing the Boy Scouts of America's safety scandal.

Consequences of an unsuccessful vetting process are long-term. Boy Scouts of America suffered a major decrease in revenue beginning with the major media release of their child safety scandal in 2012, culminating in a recent file for bankruptcy (*Scout's (dis)honour*, 2020). The inability to maintain financial success means the organizations can no longer fulfill its objectives, as well. Boy Scouts, a program with many successful stories and positive impacts on young children, will no longer be able to bring its proven benefits to children. This shows the utmost importance of safe, holistic, proactive vetting processes. The safety of children is the priority of the public; thus, it needs to be the priority of child-serving nonprofits when creating, analyzing, or improving their volunteer vetting processes.

Any child-serving nonprofit organization must have a thorough, cautious, and successful volunteer vetting process in place. This is especially important in organizations that allow and/or rely on isolated contact between children and volunteers. Boy Scouts of America's child safety scandal and subsequent financial losses ending in bankruptcy proves the need for this process to maintain the nonprofit. Organizations with

a similar child-volunteer isolation tactic need to adapt a similar approach to that of Big Brothers Big Sisters. To balance the tension between efficiently meeting organizational objectives and safety of children when creating and adjusting a volunteer vetting process, the proactive and holistic approach to volunteer vetting should be used.

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Appendix A. Employee Survey

BBBS Volunteer Vetting Research

The following questions all concern the volunteer vetting process used by Big Brothers Big Sisters as you have witnessed it. Please reply with YOUR perception of it. All answers are anonymous and will be used for research at The Ohio State University. Thank you for your participation.

* Required

1. **In which chapter of BBBS do you work? ***

2. **1. How much emphasis do you believe is placed on the volunteer vetting process? ***
Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Very low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high

3. **2. How quick is the volunteer vetting process currently used? ***
Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Very slow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very quick

4. **3. How successful is the volunteer vetting process in regards to child safety? ***
Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Very unsuccessful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very successful

5. **4. How severe would a volunteer safety scandal be for this organization's success and/or reputation? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not very severe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very severe

6. **5. Do you believe the current volunteer vetting process sufficiently balances quick/efficient procurement of volunteer Bigs with safety of potential Littles? ***

Mark only one oval.

Yes
 No

7. **6. Please describe your role in the volunteer vetting process. ***

8. **7. Please describe the steps taken to vet volunteers, from recruiting to onboarding into the program. ***

9. **8. Please describe any issues that may prevent potential volunteers from being accepted into the program as a Big. ***

10. **9. What aspect(s) of this process are done well? Why/How? ***

11. **10. What aspect(s) of this process need improvement? Why/How? ***
