

Virginia Recycling Association

***How to Find, Train,
Manage and Reward Volunteers***

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Volunteering Today

Current Trends and Realities

- Increasing diversity: broader cross-section of society; 1 in 10 Americans born elsewhere.
- Desire for freedom to act quickly. Preference for smaller, locally-controlled organizations.
- Expectation of challenging, interesting assignments – many professional skills available.
- Expectation to be treated professionally.
- Greater interest in working for causes than for specific organizations -- the “age of spontaneous order” and self-initiated individual voluntary action.
- Gaining popularity of family and group volunteering: episodic volunteering; the impact of home schooling.
- Many look to volunteering for job experience, training, re-entry into employment.
- Continuing high numbers of “voluntolds” (i.e. mandated service).
- The Internet’s power to attract volunteers.
 - 66% use the Internet to search for volunteer opportunities, learn about volunteer organizations, or engage in similar activities.
 - Women are more likely to use Internet services than men (84% - 16%)
 - 25% of all Volunteer Match users were first-time volunteers (2004).

Statistical Snapshot www.VolunteeringInAmerica.gov (data for 2007)

- Number of volunteers serving nationwide: **60.8** million
- National volunteer rate: **26.2%**
- National total hours volunteered: **8.1** billion
- Virginia:**
 - Volunteer Rate Ranking: 29th within the 50 states and Washington D.C.
 - Average Volunteer Rate: 28.3%
 - Volunteer Hours Ranking: 23rd within the 50 states and Washington D.C.
 - Average Volunteer Hours per Resident: 40.1 hours
- **Intensive volunteering is on the rise:** The percentage of volunteers giving over 100 hours of service per year reached its highest level since 2002 (35.6 % of all volunteers).

(continued)

- **College towns are hot spots for volunteering:** College towns are home to students with strong volunteer habits and many highly educated adults who are active volunteers.
- **Women volunteer more than men, and working mothers have the highest volunteer rate.** About 29.3 percent of women volunteered, compared to 22.9 percent of men.
- **The “Leaky Bucket”:** More than one in three American volunteers dropped out between 2006 and 2007. This points out how important it is for organizations that use volunteers to treat them as valuable assets, give them meaningful assignments and use best practices in volunteer management.

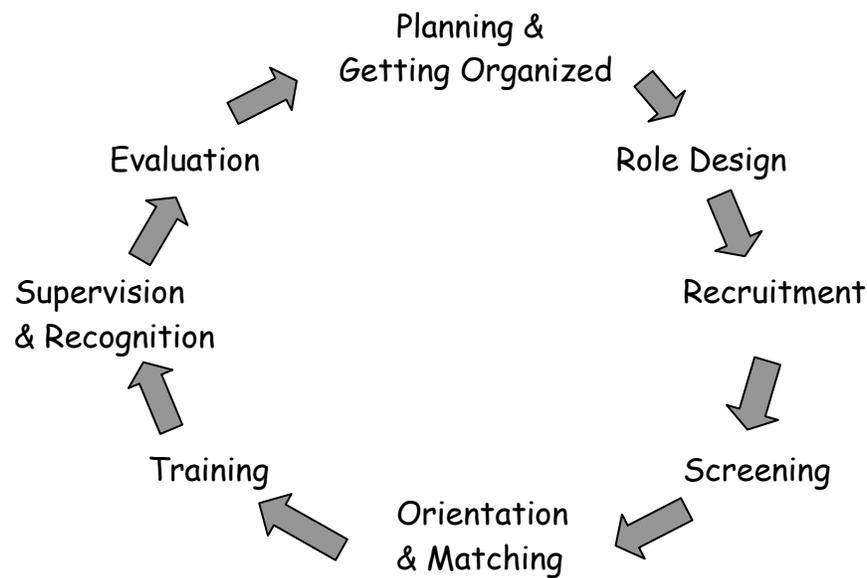
The “Generation” Factor

Source: “Participative Volunteer Management” by Scott Martin

Implications:

- Shift from “collective” volunteering to “reflexive” volunteering
- Person-Centered approach to management
- Self-Directed Teams are attractive

Volunteer Resource Management Framework



- I. Getting Ready for Volunteers**
 - Relevant trends and realities
 - Organizational expectations
 - Role design
 - Legal and risk management considerations
 - Policies, procedures and rules
- II. Inviting Volunteers to Engage**
 - Recruitment strategies
 - Recruitment messages
 - Application, screening and assignment
 - Orientation
 - Training
- III. Supporting Volunteer Involvement**
 - Communication and problem-solving
 - Staff-volunteer teamwork
 - Appreciation and acknowledgement
- IV. Documenting Volunteer Activity and Impact**
 - Recordkeeping
 - Valuing volunteer involvement
 - Reporting

Inviting Volunteer Engagement

Clarify Organizational Expectations

Why do we want them?

Who do we mean?

Be Creative with Volunteer Role Design: *What does your menu look like?*

Type of Role	Current (Potential) Opportunities
Continuous, on-going assignments	
Short-term, episodic work projects	
Roles for individuals	
Roles for teams of 2-5	
Work for larger groups	
Roles for families (mixed ages)	
"Generalist" low-skill positions	
"Specialist" high-skill positions	
Short-notice, "on call" assignments	
Virtual assignments	
Projects for self-directed teams	

Develop Written Role Descriptions:

- **Title** (*meaningful, understandable*)
- **Goal/Purpose** (*why is this position important?; 1 sentence*)
- **Responsibilities** (*major task areas or activities*)
- **Desired Results** (*specific outcomes; indicators of success*)
- **Expectations** (*general “rules” for how the role is performed*)
- **Qualifications/Expertise/Skills** (*as objective as possible; ideal vs. critical*)
- **Time Commitment** (*duration; weekly or monthly hours; critical meeting schedule*)
- **Location/Site** (*where the work must/can be done, if relevant*)
- **Supervision and Support** (*reporting structure, training provided, other resources*)
- **Benefits** (*what’s in it for the volunteer? Why should you say “yes”? How is this different from other volunteer positions I’m considering?*)
 - *different from other volunteer positions I’m considering?*

Another Option: Individual Work Plan

- **Current competencies**
- **Goals, benchmarks, desired outcomes**
- **Available resources**
- **Additional needs**
- **Communication, updates**
- **Next progress review**

Types of Recruitment:

- Warm Body
- Targeted
- Concentric Circles
- Ambient

Focus the Recruitment Message: Tell Me...

- ...What and how much you want from me, specifically
- ...What I will get in return, how this might give me something I don't have
- ...How being a volunteer here is unique, different than other opportunities
- ...What difference I can/will make

Critical Elements for Recruitment Success

- Give a Personalized, Passionate Pitch
- Listen to the Response
- Be Organized and Coordinated
- Tell It Like It Is
- Pay Attention to "Organizational Climate"
- Maximize Your Website and the Internet

Preparing Volunteers for Work

Definitions

- Orientation = preparing the volunteer for a clear relationship with the organization
- Training = preparing the volunteer to perform specific work

Types of Orientation

- To the Cause/Mission – where am I? why am I working here?
- To the System – how will I work here?
- To the Social Environment – how will I fit in with everyone else here?

Ask Questions

- Why are you interested in this organization, or this project?
- What would you like to learn as you volunteer with us?
- What are your “glad gifts” – things you are good at AND enjoy doing?
- What are your “no-no’s” – things you really dislike doing?
- Here is the problem/challenge we are facing. How do you see yourself helping us find a solution?
- Do you prefer projects and assignments where you work as part of a team, or would you prefer to work more independently?
- What have you enjoyed about other volunteering you have done in the past? What has frustrated you or turned you off when about past experiences as a volunteer?

Training Considerations

- Pre-service, in-service, on-the-job
- Capture and document
- Involve others and use technology
- Optional or required?

Supporting and Sustaining Involvement

Be the Supervisor or Coach You Want

Keep Asking Questions

- How can we provide more/different support?
- What is getting in your way?
- How can we more effectively show you we care and appreciate you?
- What would you like to know about your accomplishments? The organization?
- Are you ready for a change in role/assignment/project?
- What has surprised you about volunteering with our organization?
- What would like to see done differently? What ideas do you have for improving the way we work together?

Communicate purposefully (and frequently)

- To identify and solve problems
- To identify and celebrate success
- To identify and answer questions
- To make decisions and share power
- To maintain control and accountability
- To foster relationships and “connectedness”

Reasons Volunteers Fail to Perform

- Lack of motivation, or lost motivation over time
- Lack of knowledge about what to do, or how to do it
- Lack of agreement about why the work should be done a certain way
- Failure to consult about the nature of the assignment, causing resentment
- No incentive to perform to a certain standard, and no negative consequences for poor performance
- Lack of awareness that performance is not at an acceptable level
- Other people or obstacles get in the way
- Competing concerns or issues are considered more important
- Others??

Motivation + Knowledge/skills + Supportive Environment = SUCCESS!!

Handling “Problem” Volunteers

“Hypercritical Perfectionist” (feels ignored, undervalued)

- Seek more information – specific example? guess? Paraphrase (It sounds like...)
- Agree – with facts, or with their perception
- Reassure – We can work this out. I care about our relationship. I assure you I respect you.
- Role switch – What do you think I think? What do you see happening if I do as you wish?
- Slow it down – talk slowly. Pause. Take a time out. Write it down to clarify wants or needs.
- Control the process – give undivided attention. Sit beside, not behind desk. Admit mistakes. Agree to work toward a solution together.

“Out-of-Bounds” (violation of role, policy, process)

- Clearly describe unacceptable behavior – vol. may not be aware
- Indicate the reasons why this is prohibited – give examples of potential risk, consequences to both the organization and others
- Suggest alternative solutions or actions
- Strictly enforce penalties, especially for repeat offenders.

“Prima Donna” (standards are higher than everyone’s; I know best)

- Recognize cause – incredibly high standards and/or sense of personal insecurity
- Is this a short term or long term problem? Can we live with it?
- Be candid, but non-threatening – it hurts others, and destroys the sense of community that is so important to this org.
- Use praise & positive reinforcement, rather than criticism
- Spend time talking about mutual vision and goals, to reinforce you’re both on the same path
- Try to establish friendship outside of “work” environment – loneliness may be a factor
- Try isolating their work setting/role. Sometimes they produce better results alone than with others. Minimizes chance of alienating other.

“Declining Skills” (due to age or illness)

- Determine what is really happening – real or hearsay? To what extent?
- Determine possible risks if volunteer continues in present role
- Identify possible alternative roles and offer them
- Involve peers, friends or family to help deal with the situation
- If the relationship must end, recognize past service & contributions with a ceremony

“Burnt to a Crisp” (overworked, unmotivated)

- Allow vacations, leave of absence – be sure vols. know this is an option
- “Re-pot” – switch to a new role, less demanding, less stressful; change environment
- Find a new challenge to re-kindle interest & passion – chance to learn something very new?
- Be prepared for resistance – ego may be involved.

“All Talk, No Action” (lack of follow-thru)

- Confront behavior – ask for reasons
- Restate expectations – ask for commitment; agree on adjustments; state consequences
- Emphasize reasons why, deadlines, and how it affects others or the final result.

*"We don't create MOTIVATION..
We identify it, accept it, and connect it creatively
to organizational and community needs." -- Ivan Scheier*

What Keeps Volunteers Motivated?

Effective Appreciation and Acknowledgement

Use a variety of "voices"

- From an individual, for the volunteer's specific work or action
- From an individual, for being part of the team
- From the organization, for results achieved
- From the organization, for excellence in performance

Include personal validations

- You always...
- I admire...
- I'm impressed by...
- We like the way you...

Vary the type

- Philanthropic: donation in honor of an individual or group
- Developmental: opportunity for personal growth/learning
- Social: getting together for fun
- Personal Acknowledgement: tangible gifts, individualized appreciation
- Community Awareness: public attention for individual or group
- Formal Special Event: usually annually

Celebrate success and link to results

- When the project/big task is done
- When the initial commitment is completed
- When a goal is reached
- When a challenge has been overcome

Take notice: Encourage an organizational culture where everyone watches for work well done, for good team work, for a great attitude – and then comments on it!

Match to timing of involvement

Surprise them!

Assessing Your Organizational Capacity

ELEMENTS OF VOLUNTEER RESOURCES MANAGEMENT	CURRENTLY IN PLACE TO SOME DEGREE	CURRENTLY IN PLACE TO A LARGE DEGREE	NOT CURRENTLY BEING DONE	NOT APPLICABLE OR NOT RELEVANT
Written statement of philosophy related to volunteer involvement				
Orientation for new paid staff about why and how volunteers are involved				
Designated manager/leader for overseeing volunteer involvement				
Periodic needs assessment to determine how volunteers can help address the mission				
Written position descriptions for volunteer roles				
Written policies and procedures for volunteer involvement				
Organizational budget reflects expenses related to volunteer involvement				
Periodic risk management assessment of volunteer roles				
Liability insurance coverage for volunteers				
Specific strategies for on-going volunteer recruitment				
Standardized procedures for determining appropriate placement of volunteers				
Consistent general orientation for new volunteers				
Consistent training for new volunteers re specific work assignments				
Designated supervisors for all volunteer roles				
Periodic assessments of volunteer performance				
Periodic assessments of staff support for volunteers				
Consistent activities to recognize volunteer contributions				
Consistent activities to recognize staff support for volunteers				

ELEMENTS OF VOLUNTEER RESOURCES MANAGEMENT	CURRENTLY IN PLACE TO SOME DEGREE	CURRENTLY IN PLACE TO A LARGE DEGREE	NOT CURRENTLY BEING DONE	NOT APPLICABLE OR NOT RELEVANT
Regular collection of information (numerical and anecdotal) regarding volunteer involvement				
Information related to volunteer involvement is shared with top management and other stakeholders at least twice a year				
Volunteer resources manager and fund development manager work closely together				
Volunteer resources manager is included in top-level planning sessions				
Volunteer involvement is linked to organizational or program outcomes				

VOLUNTEER INVOLVEMENT CLINIC



... What's on your mind?
 ... What are your specific questions?
 ... What else do you want help with?

RESOURCES

Organizations

Independent Sector: a national umbrella organization representing the nonprofit community in America; conducts extensive research on related topics, including a biannual survey on giving and volunteering. www.IndependentSector.org or 202-467-6100

Nonprofit Risk Management Center: Comprehensive source of legal information related to all aspects of nonprofits, including volunteer management. Excellent publications and training. www.nonprofitrisk.org or 202-785-3891

Local Professional Networks. Many communities have informal groups of managers of volunteer resources, for the purpose of mutual support and exchange of information. Especially useful for those who are new to volunteer management.

Local Volunteer Centers. Many communities have centers that specialize in promoting volunteering. These centers usually serve as a referral source for matching volunteers with organizations that need them. Many also offer training for organizations on how to effectively manage their volunteers. For a list of centers in Virginia, visit www.vaservice.org

Other Informational web sites

www.Energizeinc.com Resources, electronic publications, and current “hot topic” discussions, led by consultant and trainer Susan J. Ellis.

www.VolunteerToday.com Several experienced consultants offer articles on volunteer management, a list of meetings and conferences, and a section for specific questions.

www.VAService.org Information about events and resources in Virginia.

Recruitment Sites

www.volunteermatch.com – the largest online database of volunteer opportunities

www.servenet.org – focuses on volunteerism & community service, volunteer opportunities

www.4LaborsofLove.org – connects volunteers with service opportunities

www.charityamerica.com – register for online donations and post volunteer opportunities

www.planetvolunteer.com – links individuals wanting to volunteer with nonprofits needing help

www.nerdworld.com/nw721.html – a site for those who see themselves as “nerds”, with a list of hundreds of volunteer opportunities