

Volunteer Recruitment

On-going recruitment through-out your term will be essential; you will always need volunteers, and having "fresh blood" in the mix helps give some of our regulars a break! Take a look at our key contacts and recruitment sites listed under Codes/Passwords/Relationships (with Key Contacts) section to view some of our recruitment sites! Also, make sure you always have CURRENT flyers with up-to-date info. By the time you're in office, your phone number will probably change, and it will no longer be appropriate to talk about PBP opening as of July 1, 2014; it's been over a year now...think of new verbiage and ways to get folks excited about volunteering!

*Reminder; before you use any cute photos of babies/children, be sure you have a photo release signed by the parent/guardian!

I included some articles and research that would be great to review, from the VISTA Blend Online Course.

CHAPTER FIVE:

Recruiting the Right Volunteers

Key Points:

Meeting the Needs of Potential Volunteers

Planning a Volunteer Recruitment Campaign

Warm Body Recruitment

Targeted Recruitment

Concentric Circles Recruitment

Ambient Recruitment

Brokered Volunteer Recruitment

Recruiting for Difficult Situations

Recruiting for Diversity

Utilizing Alternate Position Designs for Recruitment

Utilizing Events to Recruit Volunteers

Identifying Potential Recruitment Appeals

Putting Your Recruitment Message into Words

Persuasive Techniques in Delivering Recruitment Appeals

Beginning Your Recruitment Efforts

Providing a Responsive Recruitment Process

The Lasting Nature of Recruitment

From Recruitment to Partner Engagement

Recruitment is the process of enlisting volunteers into the work of the agency.

Because volunteers give their time only if they are motivated to do so, recruitment is not a process of persuading people to do something they don't want

to do. Rather, recruitment should be seen as the process of showing people they can do something they already want to do.

volunteers is accepting their service when you don't really have work for them to do, at which point they will really become convinced that both you and the organization are incompetent.

Recruitment, then, becomes a matter of proportion, balancing the need for applicants with the work required in separating the qualified from the unqualified.

Planning a Volunteer Recruitment Campaign

There are **five different types** of volunteer recruitment processes that can be used:

1. Warm body recruitment
2. Targeted recruitment
3. Concentric circles recruitment
4. Ambient recruitment
5. Brokered recruitment

Each is quite different in what it seeks to accomplish and in what it is effective in accomplishing.

Warm Body Recruitment

Warm body recruitment is effective when you are trying to recruit for a volunteer position that can be done by most people, either because no special skills are required or because almost anyone can be taught the necessary skills in a limited amount of time.

Examples of volunteer positions suitable for warm body recruitment include a "Day-of" volunteer at a Special Olympics event or a worker handing out flyers at an information booth. Warm body recruitment is particularly effective when seeking large numbers of volunteers for short-term simple positions, such as those who would help at a special event, a festival or a fun run.

Methods for Warm Body Recruitment

Warm body recruitment consists of spreading the message about the potential volunteer position to as

broad an audience as possible. The theory is that somewhere among this audience will be enough people who find this position attractive.

The primary methods of warm body recruitment are:

- ✓ Distribution of organization brochures or posters advertising the need for volunteers
- ✓ Use of public service announcements on television or radio, or newspaper publicity
- ✓ Contacting community groups such as a neighborhood association or the Scouts who can provide the person power
- ✓ Use of an agency website to publicize volunteer opportunities
- ✓ Broadcast e-mails or cell phone messages

Recruitment Brochures and Posters

Another good method to reach lots of people is to distribute brochures or posters that talk about your volunteer program.

The trick in these is to make them engaging enough to attract people's attention (which generally means short), but with enough information to get people to actually pay attention to the message and contact you about volunteering. Here are some examples of opening phrases that have been used in developing catchy volunteer brochures and posters:

- ← Do some time...as a volunteer at the jail.
- ← Do you stand out in a crowd?
- ← Finally, a plea for something other than your money.
- ← Helping new neighbors and future friends.
- ← In a Volunteer Rescue Squad, helping your neighbor is a fact of life.
- ← Just typical everyday heroes.
- ← Make a world of difference.
- ← Make time. Make friends. Make a difference.
- ← Not every wants to get involved. We want those who do.
- ← People helping people.
- ← Picture yourself as a...
- ← Put your heart in volunteering.
- ← Retirement creates a world of opportunities.

concentrate on "selling" the needs of your client population, since it will be simpler to describe their needs than it will be to describe the entire position.

An alternative approach is to show examples of volunteers engaged in typical volunteer work, presumably having a good time or feeling good about what they are accomplishing. Other motivational needs that can usefully be mentioned include the provision of training or other support to the volunteer in preparing for the position, and the availability of flexible scheduling to make it easier to meet the time requirements for the position.

It is important to realize that even if ads like the above do attract a volunteer, they will not by themselves guarantee that recruitment is successful. You will still need to individually motivate the potential volunteer about the position and the work of the organization. The mass media techniques will simply serve to get you close enough to the volunteer to make an actual recruitment pitch.

Speaking to Community Groups

One of the best methods for warm body recruitment is to arrange presentations to local clubs and other groups. Examples include service organizations (Kiwanis, Rotary) church groups and student organizations. Such presentations can serve both to inform the public about what your agency does and to recruit new volunteers. In following this method of recruitment, be sure to:

- 1. Deliberately select those groups** that you wish to speak to. There are two types who are most helpful: those groups whose membership regularly participates in helping out in the community (Rotary, service clubs, etc.), and those groups whose membership as individuals are likely to have a common interest with your cause. Schedule these types of groups first.
- 2. In seeking an opportunity to speak to the group**, consider going through a group member. The member can serve as your authenticator to his/her peer group, paving your way to a more receptive audience with the person responsible for making the

decision. They can also make it more likely that you will be invited to speak. Many groups have a social secretary that is desperate to find good speakers.

3. Try to time your speaking to meet both the group's and your needs. Find out about other projects the group is already committed to and time your talk to coincide with their need to develop a new project. Determine how much lead time they need and make sure that your request is not too immediate for them to meet.

4. Pick your presenters carefully. Make sure the person who is speaking can explain what your organization does and exactly what is needed from the volunteers. Consider sending a volunteer who can speak forcefully about the worth of the volunteer position. Often one volunteer can more easily recruit another than can a paid person.

5. If possible, use a visual presentation (video, pictures, etc.) to increase interest. If your presentation is boring, the group may assume that your positions will be too. (You might consider recruiting a photographer to volunteer to take such pictures.)

6. Use stories and examples to get your point across. The easiest "story" is simply one that describes a volunteer and what they do. If you have the opportunity you might have a volunteer come along with you and tell his/her own story.

7. Be prepared for people to offer their services. Take along brochures, examples of positions for which they are needed, sign-up sheets, etc. If people express interest, don't leave without their names and phone numbers, and commit yourself to following up their interest. Follow up as quickly as possible.

8. Be prepared for too much success. You may need to have a back-up plan to handle the entire group wanting to volunteer together to help you, and not just a few individuals. If several group members decide to volunteer, you might want to consider ways in which they might work together as a group while performing the volunteer work.

Ask yourself if there is a certain type of person who is being sought. Do you want someone from a particular age group? Do you want someone of a particular sex or ethnic background? Do you want someone with certain professional skills? The answers to these questions may be multiple: you may want young, old, and middle-aged people, for example. But if you have reached this conclusion in a thoughtful way (rather than merely saying, "We'll take any age group"), you can then begin to target a recruitment campaign on each of these groups, with a slightly different message to each.

The advantage of sending a slightly different message to each group is that you have a better chance of speaking directly to that group's motivational needs. You will therefore tend to get a larger percentage of people from each group to consider volunteering for your agency than you otherwise would.

For example, if you identify newcomers to town as a potential group of volunteers, you might stress positions in which they can get to meet new people.

Your volunteer recruiting efforts would spotlight efforts in which people work as teams. If you identify harried executives as potential volunteers, on the other hand, you might stress positions that can be done conveniently within a busy or unpredictable schedule, even at home, and which have a fixed end point.

By examining and interviewing your current volunteer population you should get a good start in developing a list of targets. But you should be careful not to assume that this list will represent all of the potential groups that might be interested in the position.

Once you have developed a list of the characteristics of the volunteers who have enjoyed the position, start thinking about what other types of people are likely to have similar backgrounds or interests, and try to expand the list of potential targets before you begin analyzing how to locate and approach each potential target group.

One of the most difficult notions to accept about targeted recruitment is that somewhere in this world there are people who will want to do what will seem to you to be the strangest volunteer positions, ones that you cannot imagine anyone actually wanting to do. An article in the *Wall Street Journal* commenting on a group of volunteer professionals in New York City notes:

"The wide variety of chores is an advantage. Volunteers stand ready to give time but are not sure what positions they can handle. One young woman, for instance, explained that she started taking city children on outings but discovered 'I couldn't stand kids.' Now she hauls trash from housing-rehab sites. 'You'd be surprised,' she says, 'at the satisfaction you can get when you see a dumpster finally fill up.'

Not your typical volunteer position, perhaps, but one that is quite satisfying to some people whose regular work doesn't give them that sense of definitive accomplishment.

Some questions that might prompt you to construct a thoughtful answer to "*Who might want to do this job?*" include:

- **Who currently does it?** What positions or occupations do they have?
- **Who once did it** and has now quit or retired?
- What sort of person has motivations that will be satisfied by doing this position?
- **Who would like to be doing it**, but is now in a position where it is not possible? Who was educated to do this, but now has a different type of position?
- **Who would like to learn to do it?**
- **Who is now learning to do it** and intends to do it more in the future? What schools or colleges teach this subject?
- **Who can get someone else** who is qualified to do it? Can you find a teacher or a senior practitioner in this skill who can recommend and encourage others in their field to help us?
- **Who has a radically different position**, such that this would be an exciting novelty?

If you are trying to recruit "members of the general community" who are "everywhere" you have to fall back on one-way communication such as direct mail, press releases, posters, public service announcements, grocery-bag messages, newspaper ads, handbills, or phone-in calls.

Such efforts do succeed in recruiting volunteers, but they are less efficient in recruiting effective, dedicated volunteers than those methods in which a potential volunteer can ask questions and where you can address the candidate's own needs and skills.

People volunteer only because they want to. Helping a person see that she can do something that she wants to do is easiest when a two-way conversation can take place. Therefore, while you should include easy and inexpensive methods of recruiting volunteers in any recruitment drive, you will be most effective if you put an emphasis on one-to-one conversations and on talking to groups small enough to get a good two-way conversation going.

Recruiting through such methods is a more labor-intensive way of going about it than a one-way communication campaign. Again, this means involving other people in the recruitment process. It means Volunteer Program Managers need to manage the recruiting effort, not do it all themselves.

✓ What are the motivational needs of these people?

It is important that the recruitment message speak directly to the motivational needs of the potential volunteer. It must appeal to the reason potential volunteers want to do the position.

If, for example, you are going to target newcomers to town in your recruitment campaign, you might surmise that one of their motivational needs would be to make new friends. You would then make sure that your recruitment campaign includes the information that volunteers would meet lots of friendly, interesting people while they do the valuable work you are asking of them.

In addition to doing something worthwhile, each

individual has a complex of other motivations for volunteering.

Some of the common ones are listed below:

- To "get out of the house"
- To get to know important people in the community
- To establish a "track record" to help get a job
- To make a transition from prison, mental illness, or other situations to the "real world"
- To "test the waters" before making a career change
- To make new friends
- To be with old friends who are already volunteering at the agency
- To gain knowledge about the problems of the community
- To maintain skills they no longer use otherwise
- To impress a present employer
- To spend "quality time" with family members by volunteering together
- To gain status
- To escape boredom
- To feel part of a group
- To express a religious or philosophical belief
- To exercise skills in a different context

When you identify your target groups, you can then guess at which of these or other needs might be most important to individuals in that group. You can then send a message that speaks directly to those needs. People might respond to messages stressing motivators as diverse as patriotism, a need to protect their families, or a need to advance their careers.

Here, **for example**, is a very effective ad designed to recruit macho males:

"Men wanted for hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honor and recognition in case of success."

This speaks effectively to a person who has a need to feel he is tough, and who has a need to test himself against very demanding physical circumstances.

Here is a very powerful and simple recruitment message, based on this principle:

"People are hungry. Somebody should do something about that." Be somebody. Call [our organization]."

In responding to statements of need, the volunteer is directly answering the needs that the organization itself exists to address. On the other hand, some volunteers are recruited to do things that do not directly affect the agency's main work. Some clerical types of volunteer positions, for example, exist to meet the needs of staff or of the organization more than they do the needs of clients or the community.

In talking about the need in such circumstances, it is important to talk about the needs of the staff in the context of their work in meeting the needs of the community.

A few examples are listed below:

- **Voluntary Action Center Clerk/Typist:** "When people call up wondering what they can do to help make the community a better place, staff are sometimes limited in their responses because the information we have is not filed systematically and not typed."
- **Community Action Agency Bookkeeper:** "In order to continue our efforts to improve the lives of the poor, we must account for our grants properly, a skill none of our staff have."

The statement of need should lead the potential volunteer naturally to the conclusion that something ought to be done about it. In one-to-one or small group situations, the recruiter can stop at this point to check to see if the potential volunteers agree that this is a need worth doing something about.

In such situations, the potential volunteer may stop to remark on the seriousness of the situation. Once you get a volunteer thinking that somebody should do something about the problem, recruitment is as easy as showing them that they could be somebody.

Returning to our example of the senior center, the recruiter might ask the potential volunteer if he was aware than many senior citizens in the community were unable to afford nutritionally balanced meals and were suffering from malnutrition. She might include some anecdotal evidence or some statistics, though these are often less compelling in conversation than stories about actual people. If the volunteer doesn't say anything, the recruiter might ask what she thinks about it.

2. The Position

All this then leads naturally to the second element of an effective recruitment message, which is to show the volunteer how he or she can help solve this problem. In other words, now is the time to talk about the position description or what you want the volunteer to do.

By describing these activities in the context of the need, you make your recruitment message more powerful. If you merely jump in and talk about the activities without also defining the need, some people will be able to figure out why such activities are important, but others won't.

By making the assumption that people will automatically see why the work is worth doing, you needlessly screen out people who would like to give their time to a worthwhile effort but aren't able to see immediately why this position is important.

Using our example, the potential volunteer might be quite eager to help out in the kitchen to help overcome the problem of malnutrition, while she may be totally uninterested in the position if it is merely described as cooking, busing dishes, or serving meals.

When talking to a potential volunteer about a position, the recruiter should attempt to help the volunteer see herself doing the work

People only do what they can picture themselves doing, so you need to make your description of the job as vivid as possible. Talk about the physical environment, the people they will meet, and all the

This newspaper advertisement for a volunteer actually addresses two potential fears. The first is a lack of qualification for the task of counseling, which is rebutted in the sentence that follows offering "extensive training." The other fear is that the position is only being offered to "professionals," which is countered in the next to last sentence.

4. Benefits

In addition to talking about the need and the position, the message should also talk about how the experience will allow the volunteer to meet the motivational needs she requires from the position. This fourth part of the message, the benefits, helps people see how they can help themselves by doing activities that help the agency serve the community.

To be as effective as possible, the recruitment message needs to show the potential volunteer that whatever combination of need she has can be met by the organization. This section of the message is particularly important in recruiting volunteers for clerical or staff support positions, such as the legendary envelope stuffer.

People don't volunteer to stuff envelopes because of the position or for the satisfaction of creating mountains of mail. They do it for some other reason, the most common being the pleasure of socializing with a group of other people while they do this important but not very exciting task.

If the recruitment message is presented in a one-way format, it should list some of the benefits that the Volunteer Program Manager thinks will appeal to the target group. If it is being presented in two-way format, where the recruiter has an opportunity to talk to potential volunteers about their needs, skills, and desires, the benefits can be tailored specifically to the audience.

Because each volunteer has a different combination of motivations for volunteering, the recruiter needs to know something about the potential volunteer in order to do the most effective job of encouraging her to volunteer. If the person wants to gain job experience, you should propose positions that allow

her to do that, for example.

If the recruiter doesn't know the person she is trying to recruit, and if the circumstances allow, she should spend some time with the person to find out what kinds of benefits might appeal. This situation also provides the opportunity to identify some things the potential volunteer is concerned about and enjoys doing, and other clues to what it is she wants to do. This may lead to the development of new volunteer opportunities.

For example, a person who wants to help might have a hobby of photography. As the recruiter talks to the person about helping out in the kitchen (which is what the agency wants him to do), she may notice that the volunteer is only mildly interested in that particular position. When she talks about photography, however, interest perks up. She might then ask if the volunteer would be interested in using photographic skills to help the center.

If the recruiter learns what kinds of benefits are important to the volunteer, it is important that these be communicated to the Volunteer Program Manager to insure that the volunteer's needs are met. One cause of volunteer turnover is that volunteers don't get the things they volunteered to get.

They volunteered to be with particular friends and got assigned to different shifts; they volunteered to get involved in a regular, soothing, non-stressful activity and were given a high-risk task; they volunteered to learn new skills and never got the chance to do anything beyond what they already know; they volunteered to impress their employer and never got a letter of thanks sent to their boss; and so on.

The information obtained from effective recruiting is the same information that can be used in successful volunteer retention.

The statement of benefits in the recruitment message, like the statement of need, is often omitted by recruiters — perhaps they ascribe purer motives to volunteers or because it is so obvious to them.

Combining Targeting and Warm Body Recruitment

By carefully wording your mass media communication you can actually make use of targeted recruitment in a mass appeal.

Consider this elegant ad, from Washington, DC:

Interested in the arts? Volunteers know what goes on behind the scenes at the Kennedy Center. Call the Friends of the Kennedy Center.

While distributed via mass media, this ad makes use of targeted wording to appeal to a certain audience. The key words “**behind the scenes**” provide a strong incentive to those of artistic bent who wish both to meet and mingle with stars or to get to help with stagecraft.

Contrast its effect with the following ad that utilizes exactly the same wording, but with a very different result:

My Sister's Place, a shelter for battered women and their children. Hands-on with hotline and shelter work. Behind the scenes with committee work.

By utilizing targeted recruitment techniques to identify the motivations of likely volunteers you can design a *warm body campaign* that will generate a greater number of qualified, interested applicants. An excellent example of this was developed by Nancy C. Grant of the Hearing Impaired Program of the Hearing Society for the Bay Area. Here's a description:

"We have a program for multicultural inner city deaf and hard of hearing kids and their families. We do a lot of group activities aimed at improving communication and socialization skills.

We couldn't do it without our volunteers, who have to be at least intermediate level signers and have some experience working with the deaf community.

We especially target people who are deaf and people of color, as role models for the kids. You can imagine it's tough to find people with the skills, demographics, and time/interest in being volunteers.

We've done a small recruitment drive this fall. I trained four members of our program Advisory Council to do 15 minute to 1 hour orientation sessions. They researched likely places to find people who might be interested in volunteering – deaf professional groups, ethnic-deaf clubs (Bay Area Asian Deaf Association, etc.) advanced (not beginner) sign language classes, universities where there are programs focusing on deaf education or rehab counseling or other deaf-related fields.

At the end of the presentation, the presenter has interested folks fill out a volunteer referral form; sends the forms to me; I call them back and set up a screening interview, about half of whom actually end up becoming volunteers. It has resulted in a great crew of new volunteers (including a couple of deaf adults from Taiwan whose first language is Taiwan Sign, and who are quickly learning American Sign and English... great role models for some of our immigrant deaf kids who have similar challenges).

Our Advisory Council members are professionals from the deaf community, parents of deaf kids, and a few are volunteers with the program as well. Most of them don't have the time or interest in doing activities with the kids, but they love the program and see the need for opportunities for the kids. They are very enthusiastic and speak from the heart about the program. They also have strong connections with the community, and are either deaf themselves or sign so well that it models the importance we put on communication."

A 2003 survey by the *Girl Scout Research Institute* found that most respondents said they would strongly consider reconnecting with those organizations they volunteered with when young. Hispanic (53%) and African-American (50%) volunteers stated they "were likely" to reconnect with organizations they had volunteered with when young.

These examples demonstrate that a clear strength of the concentric circles theory is that it concentrates on approaching those who may already have a good reason for helping out, either because they have received services themselves or they have seen the impact of the services on others. They have thus become convinced of the need for the services and of the ability of your agency to assist those with that need; all that remains is to demonstrate to them that they are capable of helping in meeting that need.

Ideal groups around whom to structure your concentric circles recruitment include:

- Current volunteers
- Friends and relatives of volunteers
- Clients
- Friends and relatives of clients
- "Alumni" (clients and volunteers)
- Staff
- Donors
- People in the neighborhood
- Retirees in your field or subject

In short, any population group that has already been favorably exposed to your program makes an excellent target for a concentric circles recruitment campaign. All you need to do to capitalize on this receptivity is to start a "word of mouth" recruitment campaign and a constant trickle of potential volunteers will approach your organization. Continually stress to all of these groups that they are essential to your recruitment campaign, and help them in knowing the types of volunteers for whom you are looking and the ways in which they can assist in finding and recruiting these volunteers.

Although a lot of effective person-to-person

recruiting "just happens," you can make a lot more of it occur by systematically encouraging it.

Everyone involved in the agency, both volunteers and staff, should understand what their recruitment responsibilities are within the framework of the overall plan. Each time a need for a new volunteer arises, the volunteer coordinator prepares a position description, and a rough statement of the need and possible benefits. This can be communicated to all staff, committee members, and current volunteers (especially those recruited for this purpose) so that they might begin looking, among the people they know, for good candidates.

If you are a new organization, you will probably not be able to take advantage of concentric circles recruitment and will have to rely on the less effective methods of mass media and targeting. In time, however, you will build up the good will among a sufficient population group to take advantage of this simplest and most efficient method of recruitment.

Ambient Recruitment

Ambient Recruitment is a method that does not work for all groups, but which is highly desirable if you are suitable for its approach.

An ambient recruitment campaign is designed for a "closed system," that is a group or people who have a high existing sense of self-identification and connectedness. Examples of possible closed systems where ambient recruitment might work include:

- ❖ a school
- ❖ a corporation
- ❖ a profession
- ❖ a church congregation
- ❖ a neighborhood
- ❖ a military base

In short, any situation where the members of the community view themselves as related to other members and view the values of the community as

- Your local Volunteer Center, which acts as a clearinghouse for those seeking volunteer opportunities.
- The local Senior Corps or Retired and Senior Volunteer Program (RSVP), which places seniors in volunteer positions in other agencies.
- Local corporate volunteer programs, which may channel employees to either on-going volunteer positions or group projects.
- Youth volunteer programs in colleges and high schools, which refer students to local volunteer opportunities.
- Service groups, including clubs (Kiwanis, Rotary), fraternities and sororities, and groups such as City Cares, whose members perform community work.
- Internet sites such as Volunteer Match and Idealist.org. These sites enable you to post volunteer opportunities. They are particularly good for attracting virtual volunteers, those who provide a service from a distant location.

This type of recruitment has the advantage of not requiring a lot of effort. It has the disadvantage of possibly attracting people that are not suitable, people you will then have to reject.

The Internet is rapidly becoming an easily useable method for recruiting volunteers. Most agencies with Web sites have utilized them to describe the activities of the agency and to mention its need for volunteers.

Some organizations have gone beyond this to formally incorporate mechanisms for volunteer involvement through their Web site, ranging from a simple transmission of contact information to a more formal Web-based application process. These will likely become almost universal. *This subject is considered further in Chapter Seventeen.*

Recruiting for Difficult Situations

Recruiting for a "controversial" cause, for a position perceived as "dangerous," or for one that is recognized as "difficult" is obviously harder than for easy positions. Recruitment can be particularly difficult when the nature of the cause or the position is likely to provoke an initial fear reaction from the potential volunteer. The following are some suggestions for trying to design a recruitment campaign for these types of volunteer positions:

- 1. Do advertising** via local TV, radio, or newspapers so that thousands of potentially recruitable people see the message. In essence, saturate the community with your recruitment message. Some of the people you reach won't be afraid.
- 2. Solicit those** who are acquainted with the problem area because they already work with it, or are in an industry related to it, and thus do not have the same level of fear as the general public. Be sure to remember ancillary and connected industries, such as educators who teach in subject areas that discuss the problem area. You can also solicit the families of those who work in the subject area.
- 3. Ask those** who once worked with the problem area or those who are seeking careers related to the cause.
- 4. Solicit former clients**, their families, and their friends and relatives. This group is less likely to be afraid, more likely to identify with your group because they have received services, and quite likely to be committed to doing something about the problem.
- 5. Recruit via current volunteers.** Emphasize "word of mouth" communication. Their personal communication skill ("I work in this area and I know that it is both safe and rewarding.") will often overcome barriers to involvement.
- 6. Start with recruiting people** for a non-controversial position in your agency. Develop a

Some categories of volunteers, such as youth or minorities who are already uncertain about their reception by the organization, will be extremely sensitive to telltale behaviors that might "reveal" the true intent of the organization. Other populations include those with disabilities, youth, cultural minorities, emigrant populations or others outside the social and economic mainstream.

A study of youth community service programs in Los Angeles found that:

"Among the responses that indicate some fear, the students most frequently admitted the fear of making mistakes and the fear of being rejected in their service activities. Nonsectarian school students showed the greatest concern about the former and religious school students about the latter. Neither of these concerns appears unusual for adolescents who may find themselves in new or different environments."

Over half of respondents indicated some degree of fear.

In a 2003 survey the *Institute for Volunteering Research in the UK* uncovered the following potential barriers to volunteer involvement perceived by populations not commonly involved in volunteering:

- Lack of confidence was found to be a key barrier. It was exacerbated for individuals who had experienced exclusion in other areas of life, and when volunteering took place in unfamiliar environments.
- Delays in the recruitment process were particularly discouraging – without a prompt response it was apparent that some potential volunteers would simply walk away.
- A physically inaccessible environment created an obvious barrier, particularly

for disabled people with mobility-related impairments.

They also note that solving these potential barriers is not impossible:

"By ensuring that recruitment-processes were user-friendly – minimising form filling and asking new recruits in for a chat rather than an interview, for example – some organisations had successfully made the volunteering experience seem less daunting."

Hobbs, discussing the involvement of Latino volunteers, notes that the appearance of the organization and its offices can make a difference:

"The organization's meeting and work spaces should reflect a diversity of cultures, in particular the Latino culture. This can be accomplished by such simple things as the choice of prints you hang on the wall, the artwork on your calendar, the decorative objects on tables and shelves."

While paperwork is often a barrier for populations from different languages and cultures, don't assume they are the only ones for whom it poses a problem. A study of emergency services volunteers in Western Australia suggested up to 20% of them had some form of literacy problems, with 5-7% having severe problems.

Utilizing Alternate Position Designs for Recruitment

It is also possible to enhance your recruitment effort by considering variations in volunteer position design. These variations may be considered where difficulties are encountered in finding adequate numbers of volunteers because of the complexity of the position under consideration. Included are:

1. Gang up on the position

One way to approach difficult recruitment is to make

Organize your own schedule so that you will not be interrupted during the interview, either by phone calls or by other staff. Besides disrupting the flow of the interview, interruptions give the impression to the volunteers that they are of lesser importance than your other work.

Remember the old adage: "You never get a second chance to make a first impression." What the potential volunteers see and feel during the interview may shape their eventual attitude toward the agency.

Pre-Interview Preparation

The following items should be prepared and ready before the interview:

- A list of possible volunteer jobs with descriptions of work and qualifications required.
- A list of questions to be asked in relation to each job.
- An application form completed by the volunteers with background information about them and their interests.
- A set of open-ended questions to explore the motivations of the volunteer.
- Information and materials on the agency and its programs.

This preparation is vital to the success of the interview. A successful volunteer interview is quite different from simply having a pleasant conversation. As Donna Johnston of the *Volunteer Centre of Great Britain* noted more than ten years ago:

"An interview is often defined as a conversation with a purpose; the interviewer who relies on spontaneity and impulse will often find he has had a delightful conversation but has failed to achieve his purpose. Effective interviewing relies on self-discipline in organizing and developing a conversation."

Opening the Interview

The beginning of the interview should focus on:

- ✓ Making the applicants feel welcome. Express appreciation for their coming to meet you.

- ✓ Building rapport. Explain what you would like to accomplish and how they fit into the process. Let them know that their decision about whether volunteering with you would be suitable is the intention of the discussion.
- ✓ Let them feel "in charge."
- ✓ Giving them background information about the agency and its work.
- ✓ Ask them what questions they have about the agency and its purpose and programs.
- ✓ Focusing on their concerns and issues before concentrating on your own.

The key to beginning a successful interview is to start building rapport with the potential volunteer. It is crucial that the interview process belongs as much to the volunteer as it does to the agency. If there is a time limit for the interview, make sure that you have allocated sufficient time for the volunteer to express concerns and ask questions.

The interview should be a mutual, not unilateral, information exchange process. It is a negotiation, not an interrogation. Make sure that you explain to the volunteers at the beginning of the interview that they should feel free to ask questions and express any concerns at any point during the discussion.

Offering food or a beverage is an excellent way to open a volunteer interview.

Conducting the Interview

The major portion of the interview should be devoted to the following:

Exploration of the applicants' interests, abilities and personal situation. Determine why the applicants are considering volunteering and what types of work environment they prefer.

Discussion of various job possibilities. Explain the purpose and work situation of the different volunteer job opportunities available and let the applicants

Volunteer interviewing is not just a simple process of comparing candidates against a list of desired job-related characteristics; it is a much subtler process of trying to learn about the person who is being interviewed, with an ultimate intent of shaping a work situation that will be satisfying to the volunteer and to the agency.

Oddly enough, interviewing prospective volunteers is something that is often neglected. **In the UK, a 2007 survey found:**

A majority of volunteers (78%) had not been asked to attend an interview before commencing their activities, nor had they been provided with a role description (81%) had their references taken up (89%) or been subject to Criminal Records Bureau checks (82%).

Our suggestions in this chapter – all of which require thinking and work – are based on two strongly held notions:

Purposes of Volunteer Interviewing

Among other things this difference in approach means that a volunteer interview has to accomplish more than the usual job interview. There are two basic purposes:

Identify a “Fit”

Finding a fit includes determining the interests and abilities of the potential volunteers, determining their suitability for particular jobs, and assessing their “rightness” for the agency, its style of operation, and its mission. “Fit” is the interpersonal matching of the needs and interests of the volunteer with the needs and interests of the agency. An examination of proper fit would include determining these items regarding the volunteer:

To what extent does the volunteer have both an interest in a particular job and the necessary qualifications to perform that job?

- ❖ If you assign the right volunteer to the right task you won’t have very many management programs – successful and happy volunteers become a self-fulfilling system
- ❖ Any time to decide to *not* spend in screening and interviewing volunteers you will pay for later...

To what extent does the volunteer have other interests and abilities that might be used to create a different job for him or her?

To what extent does the volunteer have a “rightness” for working well in a particular job environment?

“Rightness,” means the likelihood that the volunteer will fit comfortably into the agency’s working environment.

In many cases, this will be the key predictive factor for success. Rightness could involve matters of style (relaxed, frenetic), personality (neat, messy; introverted, extroverted), behavior (smoking, non-smoking), political philosophy (traditionalist, radical), or other factors that would affect how the volunteers will get along, both with the agency in general and with the particular staff group with whom each might be assigned.

Very often these interpersonal relationship factors become more important than factors of technical qualification, which can be learned if the volunteer is willing to stay with the agency. Quite simply, a volunteer who is happy in their working environment will make the job happen; one who is unhappy will not try to do so.

Recruit

This includes answering any questions or concerns that the potential volunteers may have and letting the

1. Host an annual event to engage the community as a partner.

The exact nature of this event could be quite variable. One strategy is to have every staff person, board member, and volunteer bring at least one person to a meeting to hear about the work of the agency. Promise them you won't ask for money. The event could have some snacks and might feature a short video.

It might contain small group discussions. It should include a compelling presentation about the need your organization responds to and what you are doing about it.

In order to begin building a sense of their having a stake in the organization, it should also contain an opportunity for people to give advice to you about issues you are addressing in the community. During these discussions, spot promising talent. Ask them if you can contact them again for their ideas and make sure you have their contact information.

2. Make a second contact

Call the promising talent in the next few weeks to thank them for their ideas and ask them for further input. During this call, ask them to tell you a bit more about themselves. Spot their interests, the things they really like to do. Although this will seem like a social conversation, you will be gathering information about what kinds of jobs the volunteer would gladly do for your organization.

3. Design volunteer jobs

As described in the next chapter, match the needs of the agency with the things the person will gladly do. Ideally, these will be very short-term opportunities that don't ask for a big time commitment.

4. Make them the offer

Call them and mention that you have an opportunity. Describe the role, stress its short-term nature, and ask them if this would be something they would enjoy doing. Alternatively, you could ask the person who brought them to the annual event to make the offer.

5. Thank them for volunteering

If the expression of thanks comes not only from you but also from the executive director, all the better.

6. Keep them connected

As we will discuss in the chapter on retaining volunteers, it is important to build the volunteer's sense of being connected, of being part of the organization. There are probably hundreds of ways of doing that.

For example, you could send them photos of what has happened since they were last there. You could call them and let them know the impact their volunteering had on the organization or on a particular client. You could send them the newsletter. You could ask them if they have any ideas for improving the way you do things. You could tell them about new initiatives the organization is considering. You could add them to a social networking group of other volunteers. The basic idea is to make them feel like an agency insider, not as an unconnected member of the community.

7. Make a second offer

Let a little time go by before making a second offer. How much time depends on the level of enthusiasm they seemed to have for the first experience. If the enthusiasm is high, the time could be as short as a couple of weeks. Then offer a second opportunity to volunteer. Again, this should be something you think they will enjoy, and afterward you should continue to try keep them feeling connected.

8. Ask them to bring a friend to the next annual event.

And the cycle continues.

Once you have done this for a couple of years, you will have an ever-expanding pool of ready volunteers. Over time, people will feel more and more comfortable making larger commitments of time. And the community will indeed be a partner in helping your organization accomplish its mission.

technique work in volunteer recruitment?

The answer is "maybe," but here are some tips if you try it:

- **The initial request** can't be so large as to be overwhelming – it cannot generate an immediate "no" mental response from the prospective volunteer.
- **Watch to see** if the volunteer is honestly pondering the request and, if they are, start to introduce the additional inducements. You might, for example, say, "this position can be scheduled for whenever is convenient for you," or "after 50 hours of volunteering you qualify for discounts at our gift shop."
- **As a corollary** to that last comment, don't deluge the volunteer with all your inducements up front. They'll tend to ignore some of them, even if you bring them up again. Part of the success of this technique relies on the progressive sequencing of the added value.

A Big Caveat

You might find some of techniques to be manipulative and they probably are. But the obvious caveat to remember here is that you would never use any of them unless you were personally convinced that saying "yes" would be a good thing for both the agency and the volunteer.

This is, after all, a cardinal principle for all volunteer interviewing, selection and matching. Recruiting a volunteer is not like selling a used car – just getting the money isn't enough, since the volunteer always has the ability to get their money back by leaving.

Keep these techniques for when you have an uncertain or unconfident prospective volunteer, one who doesn't know what would be good for them. If you're convinced that they really ought to become a volunteer, then these techniques may help you persuade them to do the right thing.

Beginning Your Recruitment Efforts

As this chapter indicates, there are a lot of possible ways for a volunteer program to engage in recruitment. The smart Volunteer Program Manager will pick and choose methods depending on the desired results:

- A **warm body** campaign is good for when you need a large number of volunteers for an event, or when you are just beginning a program and need to attract community attention.
- A **targeted** recruitment campaign is good for finding individuals with specific talents or interests.
- A **concentric circles** campaign is good for maintaining a steady flow of replacement volunteers.
- An **ambient** recruitment campaign creates a culture of volunteering within a group.
- A **brokered** recruitment campaign offers an easy way to reach out to individuals or groups who don't have contact with your organization.

Each type of campaign can successfully recruit volunteers; the trick is to select the campaign that will obtain the right types of volunteers with the least amount of effort.

If you're just beginning within a community, then often you must rely on a warm body campaign, and then carefully sift through those who approach you. As your program matures you will find yourself making more use of targeted and concentric circles recruitment.

Each campaign, however, is dependent upon identifying possible motivational appeals that individuals might have and connecting these motivations to some volunteer opportunity that your organization has to offer.

3. Social conscience for people seeking asylum
4. Stock sorting and rotation
5. Pricing
6. Good housekeeping
7. General cleaning (e.g. sweeping, window cleaning, dusting)
8. Work well in a team
9. Must be reliable and punctual

Training/supervision provided:

1. An initial probationary period will be required in which initial on the job training will take place.
2. On going training will be provided on the job or through workshops as required.
3. Volunteers will be invited to attend seminars provided by ASAP or their sister agencies on relevant asylum seeker issues.
4. A team meeting will be organised on a regular basis for all volunteers to get to know each other better, catch up on what's been happening, work through any problems which may arise and review current shop policies as needed.

Requirements:

- Police Check
- Minimum time commitment of one day a week (i.e. 4 – 8 hrs on any one day)
- Attend training sessions as required

All volunteers must meet the requirements of ASAP as outlined in the "Becoming A Volunteer" booklet, which will be provided on request.

One small but significant way to make a message more inviting is to give the name of a person, preferably including their first name, not just the name of the agency that is to be contacted.

Volunteering is a personal decision and people like to talk with other people about it.

Follow these tips and you'll be more likely to end up with a recruitment appeals that attracts precisely the kind of volunteers you're looking for!

Persuasive Techniques in Delivering Recruitment Appeals

What follows is based on research done in fields other than volunteerism, mostly sales and marketing. It is being applied to the development of public service messages and could well be applied to requests for volunteering. We suspect that you'll see some techniques that you've either used or wondered about in what follows.

The Tactics of Persuasion

We're going to structure this discussion by considering techniques that relate to asking a person to volunteer in a face-to-face discussion:

Should I tell the whole truth, warts and all?

A fear often expressed in workshops on recruitment and interviewing is that revealing the whole truth about the volunteer situation, including the risks it entails, the real nature of the client and other obnoxious features, will simply drive the potential volunteer away. The theory being expressed is that if you let the truth sneak up on the volunteer it may be less disturbing when it finally gets there.

Alas, the opposite is true. People notice when you're leaving things out, leaving them to infer what you really think or what's really going on.

When you believe that, on balance, the reasons for volunteering outweigh the reasons for not volunteering, it is better to fully explain your rationale and the logic behind it than it is to keep things disguised or uncertain.

If you don't believe me, here's the conclusion of O'Keefe, after examining dozens of studies in this area:

children in America. Research, administration, public policy, advocacy, fundraising. Contact Father Rivers, 223-4129.

The Solution or Accomplishment

For example:

Volunteers are being sought for the Auxiliary of Group Health Cooperative of Puget Sound. The Auxiliary, along with its three area councils and 14 local guilds, raises money for scholarships, medical equipment, patient aid and patient education. Over the last decade, the auxiliary has raised more than \$587,000 and awarded more than 200 scholarships. The auxiliary raises money through support, two hospital gift shops, making articles for sale, and other activities. For Olympia-area information, call Paula Mittelstaedt, Olympia guild volunteer chairperson, at 491-3656.

The Type of Work

For example:

Agency serving low-income youth at risk looking for photographer with equipment to volunteer taking photographs at our 1st graduation ceremony! Agency will pay for developing, etc. Help make this event a wonderful memory. Call Seattle Youth Initiative, 382-5011, ask for Patty.

Or this interesting example:

Cablearn cable channel 27 seeks daytime volunteers to assist with marketing, educational programming, program development and underwriting or research in educational video techniques. Good experience or background for educators interested in video. Call 545-TV27 weekdays.

Or this example:

Put your public relations and event planning

skills to work now as a volunteer for Whalfest '90! This fun and educational special event helps people learn more about whales and their marine environment. Whalfest takes place Feb. 23-25, 1990 at Pier 70. Call Whales World at 441-0629 for details.

Here's a great example:

The Setting Death Valley National Monument - This large desert valley, nearly surrounded by high mountains, contains the lowest point in the Western Hemisphere and is known as the hottest spot in North America. Here you can find spectacular wildflower displays, sand dunes, Scotty's Castle, and remnants of the gold and borax mining days. Volunteer Jobs: Opportunities that exist in the winter are involved with interpretation, campground host program, and curatorial work. Contact: Death Valley National Monument, 619/786-2331.

Don't Be Misunderstood

Recruitment messages must be easily understood. They must be intelligible and avoid jargon, unless it is included for a specific reason and will be understood by the intended reader. Messages should be examined for ease of comprehension by someone other than the author of the message.

Remember: *What Can Be Misunderstood, Will Be.*

Consider these embarrassing examples, crafted by experienced Volunteer Program Managers who knew exactly what they really meant to say

- ! *Atlanta Community Food Bank - Volunteers needed to sort donated food and make sure food is edible. 892-9822.*
- ! *The Travelers Aid Society needs volunteers for its service desk at Union Station. Hours are from 9:30-1:30 and 1:30-5:30, seven days a week. For more info, call 347-0101.*

If the image of a volunteer job conjured up by the first message is "food taster," then that of the second is definitely "slave."

volunteer in considering the volunteer opportunity or, at least, in contacting the agency to get more information.

Boring Messages are only likely to appeal to boring people.

Consider these examples:

- “ **Volunteers needed to sleep.** NW women’s shelter is recruiting for its Sunday overnight shifts. Talk, laugh, and share with the residents.
- “ **Be a Phone Friend!** DC Hotline is looking for people who care about children to work as volunteers as phone friends, the afternoon phone line for children. If you want to help children who are scared, lonely or need support call 223-CALL. Training begins soon.
- “ **Interested in the arts?** Volunteers know what goes on behind the scenes at the Kennedy Center. Call the Friends of the Kennedy Center at 254-8700.

The short opening line in each conveys an image that is likely to entice the reader to continue through the remainder of the message.

Present a Complete Picture

The body of the Message should present information in an order that psychologically matches how people will think about the offer:

- | | |
|------------------|---------------------------------------|
| Need: | Is there a problem? |
| Solution: | Can this job help solve it? |
| Fears: | Will I be capable of helping with it? |
| Benefits: | What's in it for me? |
| Contact: | How do I get involved? |

One way to cover all this is to imagine you’re directing a motion picture. Your goal is to get the prospective volunteer to “view” the movie in their head – seeing the problem you’re trying to solve, the difficulties it creates and the ways that volunteers are involved. In essence you want the prospective volunteer to picture themselves as a star

of the movie - the volunteer coming to the rescue.

Consider this example:

American Jewish Congress Volunteer Corps in Israel

As war in the Persian Gulf rages on and Israel awaits the next bombing by Iraqi Scuds, many Americans are asking how they can help. In response, the American Jewish Congress has organized the AJCongress Volunteer Corps in Israel, a new program designed to serve the Israeli people who are the targets of Saddam Hussein's missiles.

Israelis have shown extraordinary courage and resilience in the face of these brutal and deadly attacks. But the anxiety and strain they live under are causing serious emotional stress among the most vulnerable – children, the elderly and the psychologically and physically handicapped.

The Israeli institutions that care for these men, women, and children are overworked and understaffed. They need help – American volunteers who will provide care and love for the innocent casualties of Iraqi brutality.

Israel's Ministry of Social Welfare has established a special program to assign volunteers from abroad where they are most required. The greatest demand is for volunteers who will serve as attendants in these institutions. Mental health professionals, nurses and physiotherapists are also needed.

All volunteers must be able to spend a minimum of two weeks in Israel and pay their own airfare. Housing and meals in Israel are provided by the institutions to which volunteers are assigned.

If you wish to serve in the AJ Congress

2008. Eighty-eight (88) percent of Team Leaders are now in at least their second year of service, and 67% have done three or more years. The increase in Team Leaders led to more New Yorkers served — from 250,000 in 2003 to 450,000 in 2008.

Potential Dangers.

As in any process, there are some easy mistakes to make. Here are some things to avoid:

Getting too greedy, too fast. Offering the volunteer more than they seem to want to do can be a fatal mistake. The trick, as in fishing, is to make the volunteer want to take the bait, not to force it upon him. Remember, that unlike fishing, the volunteer can always get off the hook.

Relying on make-work jobs. The early steps of this process can only succeed if the initial jobs offered to the volunteer are short-term and productive. If a volunteer thinks at any stage that their time is being wasted, you've lost the battle. All of the jobs on the "career ladder" must be meaningful ones and the volunteer must be able to stop at any point in the process and feel good about the work they are doing.

Having opportunities for true advancement. The implicit offer in this process is that the volunteer can become a real leader in your organization. This is, of course, only true if your organization has upward mobility for volunteers and if the current leaders are willing to step aside as new talent emerges. If your current volunteer structure is petrified, it will be very difficult to get new blood into the system.

Identifying Potential Recruitment Appeals

All of the above methods for volunteer recruitment require that the recruiter develop a message that can explain what the agency is offering to the volunteer, and which will tap some motivational impulse of that volunteer. The possible range of volunteer motivations is very broad, encompassing practically

every psychological attribute.

This tends to lead organizations to develop very broad motivational appeals, believing that someone among all those potential volunteers will respond to them.

It is important, however, to realize that what is needed in the development of the recruitment appeal is a slightly narrower approach, motivating potential volunteers not just to decide, in general, to volunteer, but to volunteer with this particular agency, doing this particular assignment.

To create this more defined appeal, the organization should develop answers to **four key questions** that can be communicated to potential volunteers:

- 1. Why should this work be done at all?**
 - What is the need in the community for this work?
 - What bad things will happen if this volunteer work is not done?

- 2. What will the benefit be to the community or to the clientele if the work is done?**
 - What will the work accomplish?
 - What changes will it make in people's lives?

- 3. What are some possible fears or objections concerning this work that must be overcome?**
 - The type of clients?
 - The subject area?
 - The skills needed to do the work?
 - Geography?

- 4. What will be the personal benefit to the volunteer in doing the work?**
 - Skills?
 - Experience?
 - Flexible work schedules?
 - New friends?

The appeal can then focus on communicating to the potential volunteer why the agency and its work are important, and why the potential volunteer should contribute to the accomplishment of that work.

Particular elements to look for in volunteers with a potential for further development are:

- ✓ people having a lot of fun
- ✓ people who seem to like organizing others
- ✓ people who indicate interest in the cause
- ✓ people who seem to have some personal connection to the cause

Particular attention should be paid to locating those "in charge" of already-established groups of volunteers, since these are likely to be personality types who enjoy being leaders and doing additional work.

Scouts should make notes about those they think have the potential for development and a debriefing should be held following the event.

The debriefing should discuss who might be receptive to further involvement, what types of volunteer work they have shown interest in, and how they will best be drawn further into the organization.

Step Three: Foster a Nurturing Process.

The process of cultivating those whose potential has been identified will vary depending upon your circumstances, but here are some possible avenues to explore:

1. If the event is a recurring one, you can increase involvement by offering additional work within the context of the event.

This might include asking them to provide feedback about the event, offering them a promotion within the activity or group with whom they served in the past year, or asking them to participate in helping organize and operate the event.

This invitation should be offered by the scouting volunteer who has developed a personal relationship and it should be based on being impressed with the quality of the work done by the potential volunteer.

2. The volunteer should receive some sign of promotion with the agency, such as an official title which indicates their new status, access to materials

or equipment, a business card or some other items which create an official link with the organization.

3. While the volunteer is doing additional work on the event they should receive a further indoctrination about the agency and its work.

This should include both information about the work of the agency and about the variety of volunteer positions that are available within it. It greatly helps, by the way, to have a wide variety of volunteer jobs available, since offering options increases your chance of resonating with the potential volunteer.

4. The types of volunteer work available should represent an ascending scale of complexity and requirements. It should include short and easy work, and then have a staircase of more difficult positions. The volunteer should be exposed to current volunteers in these positions, who are given an opportunity to talk about their work and why they enjoy it.

These discussions will serve as a low-pressure recruitment effort. From time to time these current volunteers can increase the pressure by asking the potential volunteer to "help them out" on something they are working on.

This work should be something that will give the potential volunteer exposure to what the volunteers are doing without requiring a big commitment.

In a sense this is building a "career ladder" for the volunteer and the intent of the agency is to assist the volunteer to intelligently move up the ladder.

As an example, here is the scheme *New York Cares* utilizes to define different levels of engagement of its volunteers:

- **Level One: Shoppers** – individuals who call for information and/or attend an orientation session, but do not sign up for an event or project
- **Level Two: Episodic Contributors** – volunteers who participate in only one project annually

without taking it for a drive? Would you buy a new and unfamiliar product that didn't have a money back guarantee?

The implicit promise to potential volunteers is "Try it-you'll like it!" And the reassurance is that they can honorably back away if they don't feel as though they really do like the position. At that point, however, the resourceful volunteer coordinator will try to negotiate with them about other positions with the agency.

As we have stressed throughout, the goal of recruitment is not to get them to come forward but to find them a position they will stick with and enjoy.

3. Apprenticeships

Apprenticeships work by making the volunteer an aide to the person who is currently holding the position. The volunteer then operates as an assistant at the direction of the volunteer who is presently responsible for performing that position.

Apprenticeships work exceptionally well for leadership positions or positions with large amounts of responsibility that people are reluctant to take because they don't feel totally comfortable about being able to do the work well.

Examples of good positions for considering apprenticeships are chairs of committees or special events, or technical positions that require decision-making experience that the volunteer does not currently possess.

During an apprenticeship new volunteers can learn to do the work until they are comfortable with their ability to handle it well. At the end of the apprenticeship they can be "recognized" by a promotion to being in charge, a position that they will now think they have earned and for which they will now think they are prepared.

A variation on apprenticeship is the "mentor" or "buddy" system. In these cases, the assisting experienced volunteer does not directly supervise the new volunteer but serves to provide advice as

requested or needed, and often will operate as a coach to the newcomer.

4. Propinquity

This method works through obtaining volunteers for difficult positions by first recruiting them for something else instead. This might sound a bit strange if you don't understand the propinquity principle.

"Propinquity" is the process of becoming accustomed to and favorably disposed toward those things or people that you are around and used to, somewhat to the effect "familiarity breeds affection."

Things, or people, or positions which seemed too large or too difficult or too frightening because they were new or strange may no longer seem quite so daunting after you've been around them for a while.

In propinquity recruitment, you attempt to recruit a person for an alternate position that is near or connected to the position for which you eventually want them to serve.

For example, if your organization were having difficulty in recruiting counselors for one-to-one work with emotionally disturbed children, you might recruit someone to assist in collecting data from the volunteers currently doing that position. Data collection is a small and simple job that is easily done, but while doing it, the volunteer is exposed to the more difficult position and can learn to understand it and how valuable it is.

Through the process of propinquity, data collection volunteers are more likely to become attached to the counseling position with which they are in contact. When then asked to consider becoming counselors they are less likely to be as afraid of the position, thinking "If those guys can do it, so can I."

One way to view recruitment by propinquity is that you are simply creating a new population of "concentric circle" volunteers who will become interested in the position.

consider them. Use this as an opportunity to let the applicants discuss how they would approach various jobs, which will tell you more about their attitudes, their intentions and their level of interest.

Discussion of your requirements, such as time commitments, training requirements, paperwork, and confidentiality rules. Let the volunteers know what will be expected of them.

Remember that you are still "recruiting" the volunteer at this stage so do not forget to explain why each job is important to the interests of the agency and the clientele.

Look for personality indicators that will help you match people to situations where they will be happy. This can include items such as whether they smoke, desire for individual or group work, and other preferences.

One of the important skills to possess during the interview is the ability to detect an unexpected talent in the volunteer and to begin to construct a possible volunteer role for them on the spot.

This requires a good understanding of the agency and its programs. If you make use of volunteers to conduct interviews (where they are very effective in building rapport and seeing things from the viewpoint of the potential volunteer) make sure they have a good background about the agency and how its work is organized.

Here are some examples of questions that can be utilized during the interview:

? Questions to get the interview started:

"Is there anything you'd like to know before we get started?"
"What can I tell you about our agency?"

? Questions to uncover motivations:

"Why did you decide to become a volunteer at this time?"
"What attracted you to our agency? Is there any specific aspect of our work that interests you?"

"What would you like to get out of volunteering here? What will make you feel that you have been successful?"

"What do you think is the most important thing we should be doing to help our clients and to fulfill our mission in the community?"

"What kinds of volunteer work have you done before? What did you like best about that work?"

"What did you like least?"

? Questions to determine skills or work habits:

"What skills do you think you have to contribute here?"

"What do you like doing? What types of work would you rather avoid?"

"What types of experience or training have you had in your work or other volunteering?"

"How do you think you would go about this volunteer assignment? Where would you start and what do you think are the most important considerations?"

"Describe a project or a work experience that you were in charge of and tell me how you went about it."

"How do you deal with situations that don't go as you planned?"

? Questions to determine "fit":

"What have you enjoyed most or least about your previous volunteer work? About your paid employment?"

"Describe your ideal supervisor. How do you prefer that supervisor to relate to you?"

"Would you rather work on your own, with a group, or with a partner? Why?"

"Are there any types of clients that you would most prefer to work with? Or that you would not feel comfortable working with?"

? Questions to verify or obtain more information:

"Give me an example."

"Tell me more."

"Why do you think that was the case?"

While it is important to evaluate different elements for different volunteer jobs, here are some general

And finally it means that the staff with whom each volunteer will be working must also be suitable. This last factor may ultimately be decided by some of the relatively "personal" decisions, based on issues as "small" as compatibility of personality type, style of work, or even whether one person smokes and the other doesn't.

Since it is difficult to make completely accurate decisions about such complicated areas of decision-making based on a 30-minute interview, we recommend making all beginning assignments on a trial-period basis. Let the volunteer know that the first 30 days of work will be done as a probationary period for both the volunteer and the agency. At the end of the 30 days, a second interview will be conducted in which both the agency and the volunteer will re-evaluate the assignment. During this second interview either party may request a change of assignment, based upon their additional knowledge of the situation.

This initial testing period will make it easier to induce volunteers to try out jobs about which they are uncertain and will make it more likely that any problems of mismatching will be identified early and corrected quickly.

You can sometimes get some ideas for matching volunteers to positions depending upon their basic personality framework. The sociologist David McClelland divided people into Affiliators (those who enjoy interaction with others), Achievers (those who enjoy accomplishment), and those who are Power oriented.

Here are some volunteer positions that relate to these categories:

Affiliation

- committees
- talking on the phone
- social opportunities
- mentoring
- friendly visiting
- recognition events
- collaboration

- recruiting others
- family gatherings
- welcoming new people
- listening
- relationships
- group projects
- working with clients
- outreach programs

Achievement

- gathering data or statistics
- seeing trends
- leading meetings
- documentation
- leading events
- keeping records
- technology
- skill-building tasks
- details
- keeping score
- advising professionally
- fundraising
- tracking goals and objectives

Power

- challenges
- the spotlight
- innovation
- authority positions
- teaching
- lecturing
- titles
- publicity
- leadership

Advanced Volunteer Interviewing

One of the most difficult responsibilities of any Volunteer Program Manager is attempting to evaluate the qualifications of prospective volunteers. This responsibility is particularly troublesome for those programs in which volunteers:

- will be matched one-to-one with clients in a counseling or helping relationship;

encountered or previous disasters) or to ask current volunteers about the types of difficult situations, problems or quandaries they have had to deal with. The problem situation should relate to several of the qualifications that have already been identified as crucial to job success.

As an example, one such scenario created for use in interviewing volunteers who were matched as mentor companions for young adults was phrased as follows:

"You are working as a mentor with a 16-year old girl. You have been together for almost a year and have developed a good and trusting working relationship. You are meeting with the girl and she turns to you and says, 'You're the only person I can look to for help. I'm pregnant and I want you to help me go about getting an abortion.' What do you say to her and how do you handle this situation?"

Note that this situation involves the ability of the volunteer to deal with a number of complex issues, some relating to judgment, some to religious beliefs, some to ethics, and also involves the ability of the volunteer to confront a touchy subject area. It is by no means a simple "yes" or "no" type of question.

After the question is asked, the prospective volunteer should be given a few minutes to think about and prepare a response.

2. You will note that the above scenario question was not introduced as a roleplay situation but was originally simply asked as a complex question. This is intentional. As volunteers start to respond to the question they will commonly say something like, "Well, I would ask her why she wanted to have the abortion and then I would..."

At the point the volunteer begins to answer, the interviewer should, without prior warning, turn the situation into a roleplay. One way to do this smoothly is to say, "Why don't we just pretend you are actually dealing with this. I'll be the 16-year old,

and you can talk to me as if the situation had actually just occurred."

The interviewer should consistently stay in character and should force the applicants to also stay in character, treating the situation as a realistic one. If applicants attempt to retreat to general statements ("Well, I would smooth over the situation...") the interviewer should pressure them to speak the exact words they think they would use to accomplish this, delivered as they would speak them in real life ("Tell me what you'd say to me.").

By changing a theoretical question into a hypothetical situation, the interviewer will be able to learn much more about each volunteer. General answers are often vague; precise words give a much clearer impression of exactly what the volunteer is trying to do. And turning the situation into a roleplay will also give some clues as to whether the volunteers can not only think about the situation but also handle it. By watching their demeanor and body language during the roleplay the interviewer will learn about their true level of comfort and ability.

3. The interviewer can also prepare to take the roleplay several steps further by constructing a scenario that has several levels, each with additional facets. In the example given above, interviewers were prepared with three additional "what if" alternatives to ask once the applicant had worked through the original situation:

- ? *"If the 16-year old revealed that the father of the baby was a member of a foster family that she had been placed with by our agency, how would you handle the situation?"*
- ? *"What if the person involved was 12 years old, not 16?"*
- ? *"If, before telling you anything, the client had asked you to keep the information totally confidential, what would you do? What if your supervisor heard about this situation and asked you whether the girl was pregnant?"*

If you are unable to conduct in-person interviews for a job that has any one of these characteristics, it is highly desirable to schedule a 30-day review with the volunteers to see how they are performing and how they are feeling.

Group versus Individual Interviews

We are not big fans of group interviews for volunteer positions, feeling that they more resemble an inquisition than a friendly chat.

The only place we might use a group interview is when the volunteer position under discussion is one for which there are a number of applicants and they have already made it clear that they are only interested in this one particular volunteer position and not any other. This could happen, for example, in an organization that had advertised a skill-based volunteer consulting assignment and received a number of interested inquiries.

Much of this interview would be a review of the qualifications of the candidates and their approach to the assignment and if a group of staff would be involved in the work or affected by the work it could be desirable to have them involved in the selection interview. In other situations a group is likely to dominate the conversation, make the volunteer feel as though they are being interrogated, and greatly reduce the chance that the volunteer will share useful information about themselves.

Reference Checks

It may also be important to conduct a check of potential volunteers' credentials. This is particularly important in cases where the volunteer position requires licensing or certification or where it involves working with a clientele with diminished capacities. If you are going to check applicants' references, you must notify them and obtain their permission. One way to do so is by having them sign a permission document, such as the one provided as a sample in Appendix Three.

Note that not all types of references would need to be checked for each volunteer, but what needs to be checked relates to a particular volunteer position.

This subject is considered further under our discussion of volunteer screening in the chapter on risk management.

What Not to Do During Interviews

Avoid the following:

- 1. Giving advice or offering your personal opinions**
- 2. Asking about the candidate's personal life or qualities.**

Avoid questions about:

- Age
- Race
- National origin
- Religion
- Political beliefs
- Marital status
- Children (number, ages, status)
- Birth control or plans for parenthood
- Arrests or convictions
- Sexual preference
- Physical or mental handicaps
- Military history

- 3. Formulating an opinion early in the process and screening all subsequent information through this initial opinion.**
- 4. Making assumptions about the applicant that are not based on anything actually said or demonstrated in the interview.**
- 5. Feeling sorry for the applicant and hearing what you wish they had said.**
- 6. Tipping the candidate off to the right answer by body language, facial expressions, ceasing to take notes, yawning, voice inflection, or fidgeting.**
- 7. Beginning the interview without at least one question on each of the top priority traits you are looking for.**
- 8. Talking more than 20% of the time. You learn nothing about the applicant while you are talking.**
- 9. Allowing interruptions to the interview.**
- 10. Assuming that the applicant's answers to questions give you information about the skills**

particularly prevalent in agencies where volunteers work one-on-one with children. In this area, as well, precise legal guidelines are still being developed.

An example of the direction in which courts seem to be going is provided in *Big Brother/Big Sister of Metro Atlanta v. Terrell*, 359 S.E. 2d 241 (Ga. App. 1987) in which the court applies a "reasonable effort" test, noting

"There is nothing in the record to suggest that Big Brother, a non-governmental entity has access to FBI records. Nor does it appear from the record that a credit check would have revealed anything to affect Big Brother's decision whether to accept Hendrick as a volunteer. As to the other two suggestions [a psychological test and a check of the volunteer's lifestyle], it appears that Big Brother came as close as is practicable for a volunteer organization to meet those criteria through its application form, family history, and assessment by a case worker."

It is crucial for agencies in which volunteers are assigned to work with vulnerable clients to attempt to determine the suitability and safety of potential volunteers. This means having procedures to carefully examine volunteer applicants and ensuring that these procedures are followed with each volunteer and a record kept of findings and actions during this process.

It is also crucial, however, not to let fear overwhelm the operation of your program. While terrible when it happens, abuse by a volunteer is not particularly common. No national data is available, but files released by the *Boy Scouts of America* in connection with a lawsuit in San Diego indicate that from 1971 to 1991 about 1,800 scoutmasters were removed from their positions in BSA following suspicion of molestation. This number represents approximately 1 in 13,000 volunteers within BSA per year.

Involving Staff in Volunteer Interviewing

The staff with responsibility for overseeing the job the volunteer will be performing must have some involvement in the interviewing process. That involvement might take several forms:

- Assisting in writing questions and scenarios for use during the interview. This is a vital function where staff are more familiar with the demands and requirements of a particular job than the volunteer coordinator.
- Participating in the actual interview. This is not normally recommended in the initial interview. The difficulty this creates is that it limits the ability of the volunteer interviewer to negotiate with the potential volunteer about more than one job. Instead, we recommend that staff be involved in direct interviewing through conducting a second interview with potential volunteers, after preliminary ideas regarding placement have been reached.

Answering the Unasked Questions of Volunteers

Often prospective volunteers will have questions about the operation of a program or about possible requirements but will be unwilling to directly ask these questions. These questions may involve issues around: "Will I have to do that?" or "What are my options?" or similar concerns.

One way to avoid this dilemma in customer service is to anticipate questions and provide the answers without waiting for them to be asked.

As an example of this technique, here are some of the issues addressed on the website of the *Indy Hospice Volunteers Program*:

- ✓ Requirements of Potential Volunteers
- ✓ Completion of application
- ✓ Two written references on file

Women in Community Services, for example, utilizes the following short agreement:

As a volunteer, I will:

- ❖ *Attend scheduled orientations and training as negotiated by the appointed Volunteer Administrator.*
- ❖ *Maintain confidentiality of sensitive information.*
- ❖ *Assume responsibility for familiarizing myself with and observing the rules and policies of this organization, including inappropriate behavior with clients, alcohol, drugs and firearms.*
- ❖ *Interact with paid/unpaid staff and clients in a courteous, cordial manner and expect the same in return.*
- ❖ *Perform duties and responsibilities according to the job description(s) to the best of my ability.*
- ❖ *Except in the direst emergency notify WICS _____ (hrs.) before my scheduled time, if I am unable to work.*
- ❖ *Present WICS in a positive manner before the General Public.*

Women in Community Services understands and agrees to the following:

- ❖ *Provide me with adequate space and supplies.*
- ❖ *Supervise and train me for my volunteer work assignment.*
- ❖ *Give me an assignment compatible with my skills and interest.*
- ❖ *Keep me informed about the organization through newsletters and other sources of information.*
- ❖ *Provide me with feedback on my performance.*
- ❖ *Treat me as a part of the team like other paid/unpaid staff.*
- ❖ *Inform me of the organization's rules and policies.*
- ❖ *Provide me with a job description that summarizes duties of the job placement*

and limits of responsibility.

- ❖ *Keep accurate records of my involvement and provide references upon request.*
- ❖ *Suggest new assignments or alternate assignments as appropriate.*

The purpose of the contract (sometimes called a memorandum of agreement) is to emphasize the seriousness of both the agency and the volunteer in entering into a relationship, and is not intended to convey a sense of "legal" responsibility. Contracts work particularly well with young volunteers.

Streamlining the Intake and Matching Process

Studies of volunteers have strongly indicated that they have a desire to begin work quickly. This implies that organizations should work diligently to smooth and shorten the process for intake of volunteers, making it work as easily and as quickly as possible.

A 2002 study of motivations of Canadian volunteers found that:

"There was a clear sense that rules and screening procedures have become more onerous in recent years. Although all indicated that they understood the reasons for, and value of, police checks and other screening procedures for volunteers with access to children, sometimes the tone (the sense of being guilty until proven innocent) and length of time (months to receive word on a police check) made these processes annoying."

As a second example, consider the experience of Big Brothers/Big Sisters in the United States when they conducted an assessment of their internal processing system for volunteer applicants.

Since it matches adults with children in volunteering situations that are generally unsupervised, BB/BS

ORIENTATION OUTLINE & TRAINING PLAN

BY: KATHERINE COX NOV. 16, 2014

Now that you've identified the content for your orientation and training, you are ready to develop an orientation outline and training plan.

Step 1

Review your answers to Step 1 of your Orientation & Training Worksheet and design a 1- to 2-page orientation outline that addresses the 3 key orientation questions:

OUTLINE:

- 1.) Introductions; a little about you, why you want to work with Family Support Center
- 2.) History of our organization
- 3.) Mission: Cause orientation; why people should volunteer with us?
- 4.) Roles and Responsibilities; how will I be working here? (tasks)
- 5.) Review of policies and rules (in correlation with System orientation)
- 6.) Tour of shelter
- 7.) Social orientation; how will I fit in?
- 8.) Mandated reporter video, required because of the vulnerable population of children we work with. This is also when I step out of the room, make copies of their photo ID's.
- 9.) Review any questions or concerns
- 10.) Thank them for coming, dismissal of orientation.

- Why should I work here?

The orientation will emphasize the impact our volunteers have on addressing homelessness in the community. Many people are aware of the poverty situation in Olympia and feel genuinely called to take action in combating the epidemic. Appealing and inspiring volunteers to the overall impact their personal investment has on keeping shelter open is crucial to the root of orientation.

As far as other motivations and factors to consider: it also gives the unique opportunity for people to volunteer as a family. They are allowed to bring their children with them, or a partner/friend. It also gives them flexibility and we have positions that are suitable to every schedule. Many potential volunteers are deterred by the amount of volunteer hours that are expected, or there are no flexible shifts to work, or they have family/personal obligations.

Additionally, the shelter lends itself to a variety of different opportunities for involvement; we have the capacity and resources to support volunteers who want to lead arts and crafts, provide homework tutoring, lead movement/game activities, TV nights, parties, etc. Potential volunteers should be made aware that their creative passions and talents can be utilized in a way that helps others.

- How will I be working here?
Orientation will discuss the different shift options and needs of the shelter, and the specific tasks that volunteers will be in charge of; responding to the door and verifying security, hosting overnight, answer phones and helping people navigate resources for other shelter options (if we have none available), and ultimately ensuring the safety of our shelter resident families. Additionally, they will be working together with other volunteers to enrich the lives of families through offering help with troubleshooting conflicts, minimizing drama, maintaining structure and order, assisting with the organization and attendance of fundraisers, office support, coordinated entry, introducing new potential partnerships, among other services. The orientation should also address the possibilities for other ideas and ways to be involved.
- How do I fit in with everyone else?
Orientation will address the importance of receiving plenty of training shift opportunities with veteran volunteers who can help new volunteers feel comfortable with the tasks and the population they're working with. They will have hands-on training opportunities (scheduled on their terms) after the formal training so they can get acclimated with our system and expectations, and apply what they've learned. They'll also receive weekly Monday updates that review or troubleshoot any issues. From the week prior, be held to the same expectation, and understand how to move forward with any new changes or expectation

For each substantive topic area on your outline, you should include a very brief overview of the content to be covered, indicate the time and resources (technology, space, materials, etc.) needed and identify the appropriate person or people to do the training, taking into account what qualifies them for this role.

Step 2

Review your answers to Step 2 of your Orientation & Training Worksheet and develop a 1- to 2-page "next steps" training plan that will provide the volunteer with:

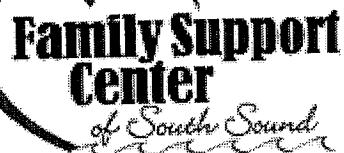
- The information they need to be successful in their job
- The skills they need to be successful in their job
- The approaches they need to be successful in their job

Follow up Orientation:

- 1.) Run background checks and verify paperwork was done correctly. Also add their birthdays to shelter calendar (Formal, standard procedure)
- 2.) Send thanks/welcome email with invitation to join shelter website, have them review the calendar with available shifts and follow up within a week if there was no response. The

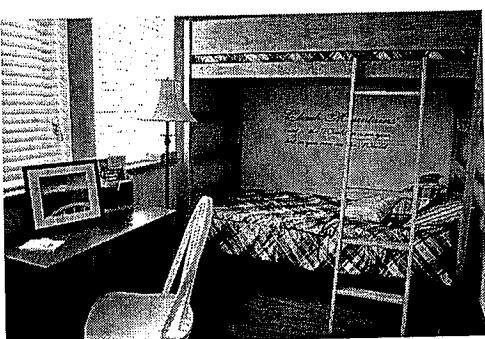
email will include how to add themselves to shelter calendar, and encourage them to notify us of a time that works best for them to complete their training. (formal "do it yourself" aspect of training; learning to take initiative)

- 3.) Schedule and coordinate requested training shift(s) with volunteer. It's our responsibility to make sure they're paired up with volunteers that have been around for awhile and know the policy and procedures, and will be good mentors for new volunteers, and will help them feel confident with the skills and expectations of the position so they feel they're being set up for success. (Making personal connection; also hands-on training and orientation)
- 4.) Follow up after first/second training shift to ask how they're feeling about it, provide any additional support, counsel, or answer any questions if needed. (Counsel, support, open-door policy; informal training)
- 5.) Integrate on-going appreciation and positive feedback as much as possible; let volunteers know their time/energy is valued and continue to alert them of other training opportunities, recognize volunteers in spotlight pieces, have tea/coffee available on their shift, etc. (informal, casual orientation that appeals to social aspects of volunteering, and improves retention.)



Volunteering at the Family Support Center

"Working Together to Strengthen All Families" Visit our website: www.fscss.org



WINTER 2014 - 2015 UPDATE

The Family Support Shelter is the largest homeless family shelter in Thurston County, and moved to a brand new, renovated, beautiful building on July 1, 2014. **Pear Blossom Place** offers 38 beds for homeless families with children, and is open 24 hours a day. It is staffed 100% by volunteers from 5:00pm-7:00am every night of the year.

If you are concerned about homelessness and working together to strengthen families, this volunteer opportunity could be great for you!

Volunteer Opportunities Available:

- *Greeters, typically from 5:30pm – 7:30pm
- *Overnight Hosts from 7:00 pm – 7:00 am
- *Daytime weekend shifts available;
9:00am-1:00pm and 1:00pm-5:00pm
- *NEW! Volunteer to facilitate an activity
(arts & crafts, reading circle, gardening etc.)
- *Also, this is a family friendly place; children can volunteer alongside their parents!
- *Sign up with a partner /friend; we need at least 2 people for greeter and host shifts!

All Volunteers are Provided:

- *A 3-hour training prior to volunteering and at least one training shift.
- *Access to supportive and knowledgeable staff
- *24-hr. on call support while on shift

We welcome **college students** in need of internship credits, community service hours, or experience in the human service field.

In high school and looking for community service hours for graduation? We can help!

Interested? Have questions? We would love to hear from you!

Please contact Katherine, AmeriCorps VISTA at katherinec@fscss.org or (360)628-4585



Volunteer with the Family Support Center and Pear Blossom Place!

Learn more about the shelter, volunteer opportunities and unique ways
to give back to our community.

Training offered TONIGHT, Tuesday, February 3, 2015
And Tuesday, February 24, 2015

5:30pm – 8:00pm
Pear Blossom Place
837 7th Ave SE — Olympia, WA 98501
Corner of 7th and Pear

Contact Katherine Cox, AmeriCorps VISTA for more
information and to sign up for a training.
360-628-4585 or katherinec@fscss.org

Volunteer opportunities include:

Shelter Greeter (5:30-7:30pm)

Arts & Crafts

Overnight Host (7:00pm-7:00am)

Workshops for Parents / Children

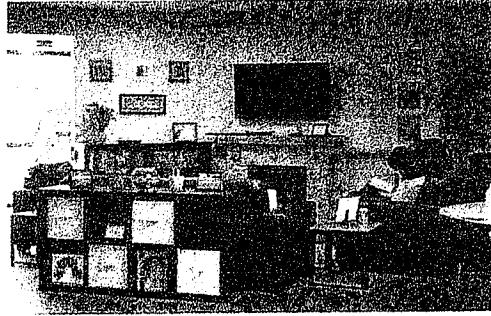
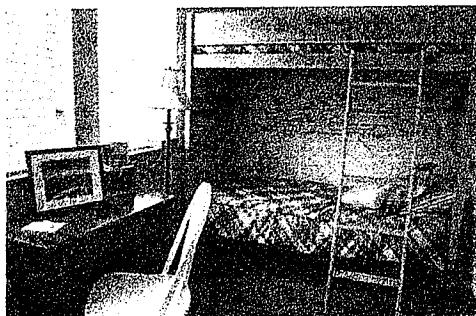
Reading Circle

Monthly Birthday Parties



Volunteering at the Family Support Center

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SUMMER 2015!

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Please contact Katherine, AmeriCorps VISTA at katherinec@fscss.org or (360)628-4585



"Building strong, healthy, self-sufficient families since 1992"

Website: www.fscss.org

201 Capitol Way N. - Downtown Olympia - Corner of State and Capitol Way
PO Box 784, Olympia, WA 98507-0784 Phone: (360) 754-9297 Fax: (360) 528-2004

Position: Family Support Center Office Volunteer/Intern

Hours: The FSC is open 9am-5pm Monday-Friday

Hours Per Week: Flexible

Summary Volunteer Description:

The Family Support Center's mission is Working Together to Strengthen All Families. We work collaboratively to support the needs of all families, and it is through the support of volunteers and interns that we can increase our capacity.

Duties:

1. Participate in a general FSC training, tour of facility, and any other trainings as specified.
2. Support with front desk coverage, which includes greeting and welcoming families and individuals to our center.
3. Appropriately refer clients to programs within the FSC and the greater community.
4. Help ensure the safety of staff and clients, including signing in all guests and knowing their location within the building.
5. Support with coverage in our Family room; engage with families and children in a safe and nurturing environment, providing resources and referrals to community agencies, hygiene supplies, and snacks to families.
6. Assist case manager and family resource staff in preparing new client files, making housing application packets, faxing applications for clients, making follow up calls, and other projects as needed.
7. Answer the business line, providing resources and referrals via phone, and scheduling appointments.
8. Accept new donations for the agency, help keep donation space organized and functional.
9. Remain up to date with the availability at our homeless family shelter, Pear Blossom Place, and be familiar with other shelter options in the Olympia area.
10. Provide support as needed at Pear Blossom Place, and remain knowledgeable about shelter, length of stay, program expectations, and screening process.
11. Be familiar with the services of the Thurston County Family Justice Center and the referral process. Additionally understand basic safety assessments and safety planning.
12. Other duties as assigned.

Qualifications:

1. Must be over the age of 18.
2. Complete a Volunteer/Intern Application.
3. Must pass a criminal background check.
4. Express interest in working with families in our community.

Commitment Expectation:

Must be able to commit to at least one 4 hours shift per week.

"working together to strengthen all families"

EXECUTIVE DIRECTOR: Schelli Slaughter OFFICERS: Sara Holt-Knox, Chair • Christopher Lanese, Vice Chair • Jane Field, Secretary • Brett Lorentson, Treasurer



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201 Capitol Way N. - Downtown Olympia - Corner of State and Capitol Way
PO Box 784, Olympia, WA 98507-0784 Phone: (360) 754-9297 Fax: (360) 528-2004

Volunteer Position: Pear Blossom Place Overnight Host

Hours: 7 pm to 7 am

Hours Per Week: 12- 24 hours per week unless additional hours requested

Summary Volunteer Description:

Act as an overnight host at Pear Blossom Place, the largest emergency homeless family shelter in Thurston County. A 3-hour shelter training is provided. All Hosts are scheduled with a second Host, and have access to a 24-hour back-up staff for support. Additional office training/support provided.

Duties:

1. Participate in 3 hour volunteer training, and complete a "training" shift at shelter
2. Remain up-to-date on shelter procedures to ensure you obtain list of guests screened for your volunteer shift, have access to shelter and shelter rules, and any special notes or updates needed to keep the shelter safe and secure.
3. Arrive at the shelter before shift to obtain information from Greeters about status of shelter and guests.
4. Welcome and check in guests on shelter list only, ensuring only those who have been screened in gain entry to the shelter.
5. Assist guests with obtaining needed supplies, following rules, and maintaining a safe and secure shelter.
6. Ensure the shelter doors remain closed and locked at all times, and shelter rules are followed.
7. Note guest arrival times on guest list, and note those who did not show.
8. Answer calls you may receive on the shelter line, providing resources and referrals to callers, and screening families into shelter when space permits.
9. Mediate any minor disputes, and/or attend to minor difficulties among the guests. Call the back-up staff as needed for support.
10. Keep Family Support Center staff advised of guest arrivals, no-shows, and a brief summary of shelter activity during shift.
11. Remain at the shelter overnight until 7am (9am on weekends). Note: Overnight hosts are allowed to sleep, but need to be accessible to handle issues or accept new overnight guests

Qualifications:

1. Must be over the age of 18 with no criminal record.
2. Complete a Volunteer/Intern Application.
3. Must be willing to be in a "No Smoking" facility throughout shift and abstain from smoking.
4. Must be willing to adhere to and enforce shelter rules while meeting the needs of the guests.
5. Must pass criminal background check.

Commitment Expectation:

Commit to at least one shift per month for a minimum of three months.

Contact:

Natalie Moran, Program Coordinator- 360-628-4585 nataliem@fscss.org

Our homeless family shelter is staffed 100% by amazing, dedicated, thoughtful volunteers. Without volunteers our shelter doors could not stay open. THANK YOU for considering volunteering with us.

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PO Box 784, Olympia, WA 98507-0784 Phone: (360) 754-9297 Fax: (360) 528-2004

Volunteer Position: Pear Blossom Place Greeter

Hours: 5:00pm - 7:30pm

Hours Per Week: 2 1/2 or more as requested

Summary Volunteer Description:

Act as a greeter at Pear Blossom Place, the largest emergency homeless family shelter in Thurston County. A 3-hour shelter training is provided. All Greeters are scheduled with a second Greeter, and have access to a 24-hour backup for support. Additional office training/support provided.

Duties:

1. Participate in 3 hour volunteer training, and complete a "training" shift at shelter
2. Remain up-to-date on shelter procedures to ensure you obtain list of guests screened for your volunteer shift, have access to shelter and shelter rules, and any special notes or updates needed to keep the shelter safe and secure.
3. Arrive at the shelter 5-10 minutes before shift to receive an update from staff about the day's happenings.
4. Welcome and check in guests on shelter list only, ensuring only those who have been screened in gain entry to the shelter.
5. Assist guests with obtaining needed supplies, following rules, and maintaining a safe and secure shelter.
6. Ensure the shelter doors remain closed and locked at all times, and shelter rules are followed.
7. Note guest arrival times on guest list, and note those who did not show.
8. Answer calls you may receive on the shelter phone from families seeking shelter, and screen families in when space permits.
9. Mediate any minor disputes, and/or attend to minor difficulties among the guests. Call the on-call staff as needed for backup.
10. Keep Family Support Center advised of guest arrivals, no-shows, and a brief summary of shelter activity during shift.
11. Remain at shelter until both Overnight Hosts have arrived, and update Hosts on pertinent information to prepare them for the night.

Qualifications:

1. Must be over the age of 18 with no criminal record.
2. Complete a Volunteer/Intern Application.
3. Must be willing to be in a "No Smoking" facility throughout shift and abstain from smoking.
4. Must be willing to adhere to and enforce shelter rules while meeting the needs of the guests.
5. Must pass criminal background check.

Commitment Expectation:

Commit to at least one shift per month for a minimum of three months.

Contact:

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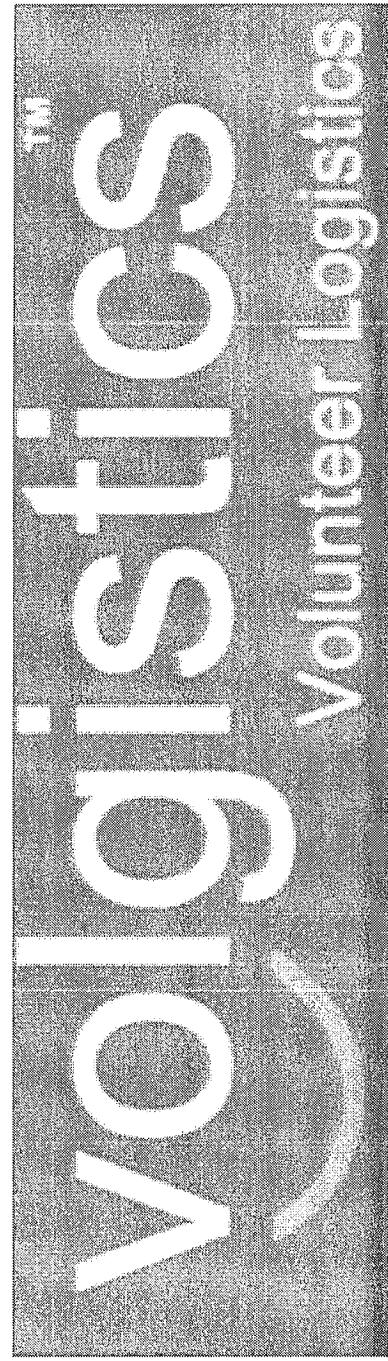
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Rachael Lundmark, Immediate Past Chair BOARD MEMBERS: Neil McClanahan • Douglas McCudden • Brian Martin • Christian Skillings • Tammy Ramsey

Volgistics Software

Hopefully you'll have more of a knack for technology than I did! I included some screen shots with instructions with the basic "how to" operations of the Volgistics Software from the coordinator's end of things.

For more in-depth coverage, I recommend going to <https://www.volgistics.com/support.htm> and reviewing the reference manual; DO NOT PRINT! It's over 800 pages long!!!

If you go to <https://www.volgistics.com/ex/help.dll?ACT=22&HID=6RUioT0t> they also have several video tutorials covering a wide range of subjects if you are a visual learner. I definitely preferred this method over the manual!



Basic Volgistics Training for Coordinators

To Check the Schedule

- On left hand side from welcome page, click “Schedule”
 - There you can review the calendar

The screenshot shows the Volgistics software interface. The main title "Welcome Katherine Cox" is at the top left. Below it is a "Mail Your r" button. A large red arrow points from the "Volunteer Statistics" section down to the "Birthdays Today" section. The "Volunteer Statistics" section includes a "Sort by Date" button, a "Help" link, and a "Tip o" link. The "Birthdays Today" section lists "Ashley Disken" with a birth date of "Aug 7". Other menu items visible include "Assignments", "Coordinators", "Schedule", "Ticker", "Post", "Tags", "Sets", "Print", "Mailbox", "Who's Here", "Setup", "Welcome", "Help", and "Exit".

Filling open slots

- Click on “fill” for the correct greeter/host time slot
- Search for volunteers, alphabetized by last name. Then click “enter” and “save” when volunteer is selected.

Schedule

Overnight Host [Pear Blossom Place\Volunteer Services]

| | | | | | | | |
|-------------------------------------|--------|--------|--|-------------------|--------------------------|------|--------|
| <input type="checkbox"/> | 7:00 p | 7:00 a | | Williams, Merrill | <input type="checkbox"/> | Fill | Close |
| <input checked="" type="checkbox"/> | 7:00 p | 7:00 a | | C (253) 981-6293 | <input type="checkbox"/> | Edit | Remove |

1 volunteers scheduled, 1 unfilled openings

Weekend Daytime [Pear Blossom Place\Volunteer Services]

| | | | | | | | |
|--------------------------|--------|--------|--|------------------|--------------------------|------|-------|
| <input type="checkbox"/> | 7:00 a | 4:00 p | | Porter, Farrah | <input type="checkbox"/> | Fill | Close |
| <input type="checkbox"/> | 9:00 a | 1:00 p | | H (380) 880-4234 | <input type="checkbox"/> | Fill | Close |
| <input type="checkbox"/> | 1:00 p | 5:00 p | | C (209) 761-6558 | <input type="checkbox"/> | Fill | Close |

1 volunteers scheduled, 2 unfilled openings

Fill an opening

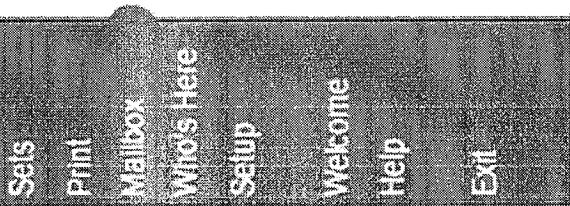
Volunteer: Paris, James
Assignment: Moran, Natalie
From: Merritt, Kathryn
Frequency: Morris, Jonah
Morisette, Ashley
Murphy, Carol
Murphy, Donna
My, James
Nash, David
Nash, Sara
Nash, Sarah
Naylor, Justin
Nguyen, Thu
Nicolich, Eloise
Oly, Erin
Palma, Deborah
Parker, Terri
Partinson, Dawnita
Paymer, Tiffany

Note: This volunteer will be linked to opening number 3

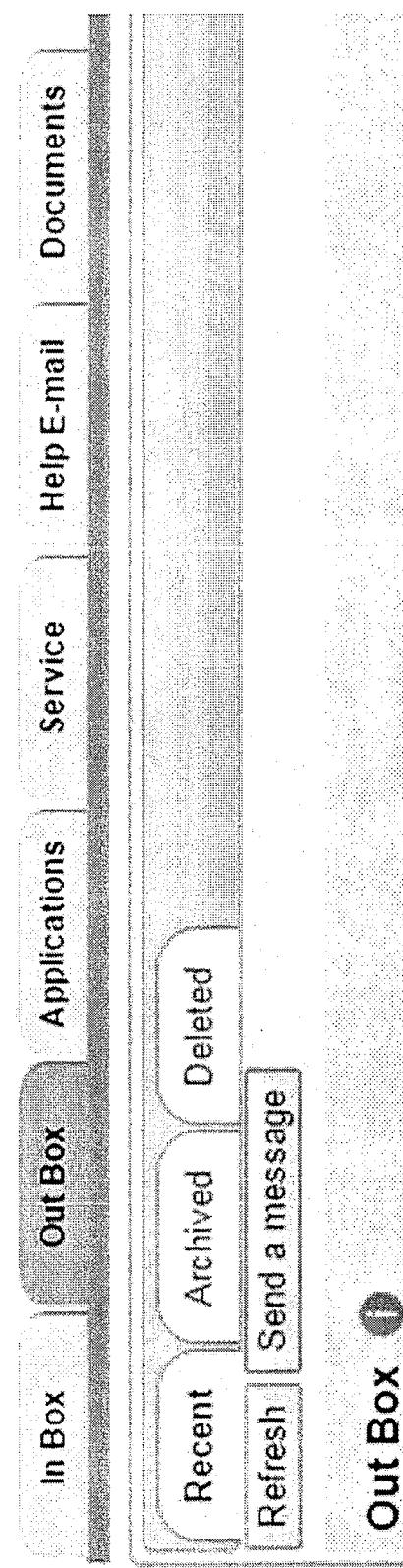
Save Cancel

Sending mass emails

- Click “Mailbox” on left hand side of screen
- Click on the Out Box tab, then click “Send a Message”



Mailbox



When activating the VicNet

- When you've trained a new volunteer and you're switching over their active status, make sure it is changed in both the status and flags sections, or they will not be able to utilize the Volunteer Portal!

Test Volunteer, K.T.

| | | | | | |
|--------------|--|---|--|---|---|
| Name | Last name: <input type="text" value="Test Volunteer"/> | Number: <input type="text" value="4"/> | Status: <input checked="" type="radio"/> Active <input type="radio"/> Inactive | Kind: <input checked="" type="radio"/> Individual <input type="radio"/> Group | <input checked="" type="checkbox"/>  |
| Middle name: | <input type="text"/> | Title: <input type="text" value="▼"/> | | | |
| Nickname: | Tita | | | | |
| Address | | | | | |
| Street 1: | 3325 Cooper Point Road NW | | | | |
| Street 2: | <input type="checkbox"/> Ok to call | | | | |
| Street 3: | <input type="checkbox"/> Ok to call | | | | |
| City: | Olympia | Cell: | (360) 890-9183 | | |
| State: | <input type="text" value="WA"/> <input type="radio"/> WA <input type="radio"/> HI | Zip: | <input type="checkbox"/> Ok to call | | |
| Country: | <input type="checkbox"/> Ok to call | | | | |
| Messaging: | <input type="checkbox"/> No postal mail <input type="checkbox"/> No email <input type="checkbox"/> No text message | | | | |
| Email: | Kitcoester@gmail.com | | | | |
| Web site: | <input type="checkbox"/> Ok to call | | | | |
| Flags | Active | <input checked="" type="checkbox"/>  | <input type="checkbox"/> AmeriCorps | | |
| Donor | <input type="checkbox"/> | <input type="checkbox"/> Drive | <input type="checkbox"/> Host | | |
| Flag: | <input type="text"/> <input type="button" value="Save"/>  | | | | |
| Date: | <input type="text"/> | | | | |
| Delegated: | <input type="checkbox"/> Delegated | | | | |

Calculating hours

Sometimes volunteers need to know how many hours they served for community service. Find their name, click on the “schedule” tab, and verify which month(s) they need it for. *Do set the expectations that volunteers need to be recording their own community service hours—technology isn’t perfect!

Faulkner, Whitney

Core Profile Service Schedule History Contacts Notes Vic

New Previous Next

Jul 2015 ▾ Go Prev month Next month

From To 28

Printable View

| Assignment | From | To | Action |
|------------------------------|--------|--------|-------------|
| Tuesday, July 7, 2015 | 5:00 p | 7:30 p | Edit Remove |
| Greeter [Volunteer Services] | | | |
| Tuesday, July 21, 2015 | 5:00 p | 7:30 p | Edit Remove |
| Greeter [Volunteer Services] | | | |

Application cont.

To check and see the status of incoming volunteer applications, click on “Applicant” status on the main page. Then click “All” on the right hand side.

The screenshot shows a search interface for volunteers. At the top, there are tabs for "Volunteers", "Assignments", "Coordinator", "Schedule", "Ticket", "Post", "Tags", "Sets", "Print", and "Mailbox". Below these tabs, there is a section titled "Include" with several dropdown menus and buttons:

- Status: A dropdown menu with "Applicant" selected, indicated by a red arrow pointing to it.
- Flags: A dropdown menu with "Any" selected.
- Set: A dropdown menu with "Any" selected.
- Tags: A dropdown menu with "Any" selected.
- Kind: A dropdown menu with "Any" selected.

At the bottom right of the interface, there is a button labeled "Clear" with an upward arrow.

Anytime you're stuck...

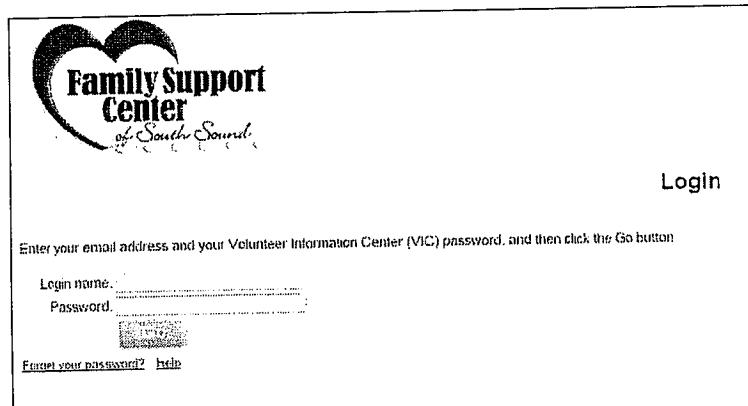
Click on the "Help" tab, and it will take you to a separate section where you can look up other specific tutorial videos to help you navigate the use of Volgistics!

The screenshot shows the Volgistics website interface. At the top, there is a navigation bar with links for Home, About Us, Contact Us, Facebook, Twitter, YouTube, and Login. Below the navigation bar, there are several main menu items: Ticker, Client, Try or Buy, Support, and Documentation. The Documentation menu is currently active, indicated by a red box. Under Documentation, there are several sub-links: Lessons, Getting Started, All help topics, Sample Reports, Index, and a link to a video titled "Video presentations that teach you how to use Volgistics". To the right of the documentation area, there is a "Lessons" section with three video thumbnails: Introduction (5:09), Basics (13:56), and More... Below this, there is a note about Adobe Flash Player and a "Get Adobe® FLASH® PLAYER" button. At the bottom of the page, there is a "Ask a question" section with fields for Subject and Question, and a "Submit" button. A footer menu at the very bottom includes Welcome, Help, and Exit.

How to use the Volgistics Login Portal

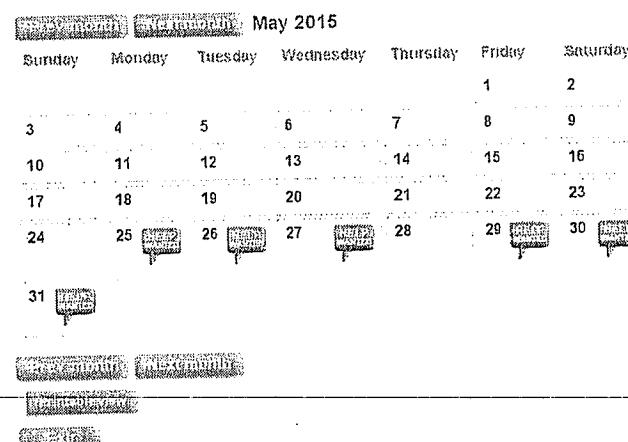
Following this training, I will complete your background checks, grant you access to the portal if everything clears, then send everyone a "congratulations" email with detailed instructions with a temporary password.

<https://www.volgistics.com/ex/portal.dll/?from=189830>



Signing Up for Shifts

I send a weekly email with important updates and openings. Feel free to respond to that email to sign up for shifts. You can also view open shifts in the Volgistics Login Portal anytime from your personal computer, which will look like this:



Cancel a shift

- *Click on the date of the shift you need to cancel
- *Click on the green tab that says "Remove Me"
- *It will automatically remove you, and send me an alert message, so I have time to find someone to replace you.
- *If it's less than 24hrs before your shift, the system will not allow you to remove yourself. you must contact me by phone or email and I can cancel it for you.
- *If you can't get ahold of me within an hour, call the shelter directly and let them know: 360-628-7343 x 1

Wednesday, May 27, 2015

You are scheduled

5:00 p to 7:30 p

Greeter Responsible

Can't serve on this date? Click the Remove me button to remove yourself from these times



Volgistics- keep it current!

Volunteer Information for Jane Belle

[Home](#) [Mail](#) [My Profile](#) [My Schedule](#) [My Service History](#)

Instructions

The following information is currently on file in your volunteer record. To update spaces provided. Click any of the "Save" buttons to save your changes or add!

Contact Information

| | |
|------------|----------------------|
| First name | Jane |
| Last name | Belle |
| Title | Ms. |
| Street 1 | 10223 Elm Street |
| Street 2 | |
| Street 3 | |
| City | Tumwater |
| State | WA |
| Zip | 98501 |
| Home phone | <input type="text"/> |
| Work phone | <input type="text"/> |

OK to save here
 OK to save here

*Click on the "My Profile" tab in your portal, and you can do any of the following:

Update your address
 Include a profile picture
 Change your schedule availability
 Include new skills/interests

...and much more!



Shelter Website How-To

sites.google.com/site/fscshelter

We create a "new page" for every day of the year, which tells the volunteers and staff who is "screened in" and approved to stay at shelter.

This website is confidential, and will only be available at the front reception desk. The password for the intern login will be located by the computer- this is what you will use to login to the site!

The website is your backbone- it tells you who you can let into shelter, how many people are staying at shelter, who you're volunteering with, and what's been happening. Comments are crucial! Please leave them! You're our eyes and ears.

Do not show it to other guests or anyone else. If you have a copy of the guest list, please shred it after you're finished with it.



In the event of....

In the event of an active fire, the sprinkler and alarms will automatically activated. The Fire Department will automatically be called and everyone will need to evacuate out of the closest emergency exist. *Once you leave, DO NOT re-enter the building!

Each shelter unit has an egress window for emergency exit.

Grab the sign in/out book so you know who to account for when evacuating.

In the event of a power outage, all of the key doors and exits are on a battery backup. This will rarely happen as we're on the city grid! The first to have our power back!

First Aid kits are located throughout the building- 2 in the reception area.

If someone is injured, their parent will need to fill out an incident report that you can find in the filing cabinet top drawer at the reception desk. (Ie: Child hits their head and first aid is administered, a form needs to be completed by the volunteer & parent).

Anytime you have an emergency, notify on-call staff!





Katherine Cox <katherinec@fscss.org>

Volistics Transaction Confirmation

1 message

Volgistics <team@volgistics.com>
Reply-To: team@volgistics.com
To: KatherineC@fscss.org

Tue, Apr 14, 2015 at 3:28 PM

Transaction Confirmation: Account 523-495-140

Thank you for using Volgistics, the online system for tracking and coordinating volunteers, at www.volgistics.com. This email details your charge for the services described below. You can get a printed receipt for this transaction at the Volgistics store.

Volgistics transaction number: 131467
Date billed: 04-14-2015 at 6:28 pm (EST)
Description: Start service
For service between 04-14-2015 and 05-14-2015

Amount due: \$50.00
Amount charged to credit card: \$50.00
Balance due: \$0.00

Visit the Volgistics Store to

- Get a printable receipt for this transaction
 - View your recent transactions
 - Change your billing information
 - Change your email address
 - Change your Volgistics service level
 - Change your billing date

You can use the following link to see the Volgistics Store, or visit www.volgistics.com and hover over 'Try or Buy' on the menu at the top of the page, then select Store.

<https://www.volistics.com/ex/syst.dll?ACT=100&AN=523495140&AAC=3673534996>

You received this email as the Volgistics billing contact for your organization. You can change or update the email address for your organization's billing contact at the Volgistics store.

Volgistics account number: 523-495-140
Sent to: KatherineC@fscss.org