

Volunteers



Program Objectives (1 of 2)

- ❧ Understand the difference between volunteers and employees.
- ❧ Discover the value of volunteer programs.
- ❧ Decide whether you and your organization are ready for a volunteer program.

Program Objectives (2 of 2)

- ❧ Learn how to recruit volunteers – from getting the word out to selecting the right applicants.
- ❧ Learn how to streamline the program with effective orientation and training.
- ❧ Understand what makes volunteers keep coming back for more – tips for retention.

A Challenge

Please write a one sentence definition
of
VOLUNTEER.

Definition

- ❧ A **volunteer** is a person who donates their services for humanitarian, religious, or public service reasons without compensation.
- ❧ Volunteer services can extend beyond non-profit organizations.

Etymology – Volunteer

- ❧ c.1600, "one who offers himself for military service"
- ❧ From the Middle French word "voluntaire", meaning "voluntary," and from the Latin "voluntaries", meaning "voluntary, of one's free will."
 - First used for non-military purposes in the 1630s.
 - First recorded use as a verb in 1755.

Before We Get Started...

- ❧ It is important to understand the legality of hiring volunteers.
- ❧ What makes them different from employees?
 - Government definitions
 - Do you have to pay them?
 - Are you liable for their actions?

The Government Has Its Own Definitions

- ❧ The Labor Department is somewhat vague on distinguishing volunteers from employees.
- ❧ According to the Fair Labor Standards Act (FLSA), to employ is “to suffer or permit to work.”

According to Section 6 of the Volunteer Protection Act of 1997...

- ❧ A volunteer is someone who performs services for a nonprofit or governmental entity and does not receive:
 - A. Compensation or
 - B. Any other thing of value in lieu of compensation, in excess of \$500/yr.
- ❧ This includes volunteers serving as directors, officers, trustees, or direct service volunteers.

Is It Legal For You To Hire Volunteers?

If you are a non-profit organization, you are in the clear.

- ❧ However, there is little guidance in legislation concerning the hiring of volunteers by for-profit organizations.
- ❧ If you are in that murky water, ask yourself the following questions. If any of your answers is NO then you have got to pay up.

Business Management Daily,
March 1, 2002 article,
“Volunteers at for-profit companies’:
should they be paid?”

Considerations... (1 of 3)

1. Will the employee perform the activity without expecting any form of pay or substantial benefit?
2. Are the services performed without employer coercion, threat of penalty or promise of benefits?
3. Are the activities performed predominantly for the employee's own benefit?

Considerations... (2 of 3)

4. Is the activity conducted at times other than during normal working hours?
5. Is the time spent on the volunteer activity insignificant when compared with the employee's normal working hours?
6. If a volunteer were not available, would the position be one not normally filled by a paid employee?

Considerations... (3 of 3)

- ✧ It is generally considered good and safe practice that for-profits only hire volunteers if the work they are providing aids a humanitarian cause or otherwise benefits a nonprofit.

Legal Concerns (1 of 2)

❧ Regardless of their legal employment status, it is best to think of volunteers as unpaid employees. They:

- Search and apply for their positions
- Are selectively hired
- Are assigned tasks to work on
- Need to be held accountable
- Can be terminated at will

Legal Concerns (2 of 2)

- ❧ Liability is a concern for any employer, even when the work is done on a volunteer basis.
- ❧ While for-profit companies are not specified, laws have recently been passed to protect volunteers and organizations in the nonprofit sector from claims, lawsuits and allegations of wrongdoing.

The Volunteer Protection Act of 1997 (1 of 3)

- ✧ It is intended to provide immunity from lawsuits filed against a nonprofit's volunteer where the claim is that he or she carelessly injured another person in the course of helping the nonprofit.
 - The Federal VPA is meant to serve only where state laws fall short in the protection of volunteers

The Volunteer Protection Act of 1997 (2 of 3)

- Many states provide greater protection than what the VPA outlines
- The organization for which the volunteer works is not usually protected by the VPA

∞ The Volunteer Protection Act includes the right to opt-out for every state.

The Volunteer Protection Act of 1997 (3 of 3)

- Only New Hampshire has opted out – as of 1998, the VPA does not apply to any civil action against a volunteer in a New Hampshire court in which all parties are citizens of New Hampshire
- Because every state has its own adaptation of the VPA, it is highly recommended that you look up your own state's laws regarding volunteer services and liability

And So...

- ❧ Now that you have established your eligibility to hire volunteers, it is time to learn why you must.

A man with short brown hair, wearing a dark suit jacket, a blue shirt, and a patterned tie, is holding a magnifying glass over his right eye. He is smiling and looking directly at the camera. The background is plain white.

Understanding the Value of Volunteerism

***Why Invest
in
Volunteers?***

Volunteers Are A Valuable Resource

- ✧ According to the Corporation for National & Community Service:
 - 26.8% of all United State residents volunteer.
 - In 2011, about 64.3 million Americans volunteered through an organization.
 - They volunteered a total of almost 8 billion hours.
 - Their estimated economic value was roughly \$171 billion dollars.

Why Is Such A Valuable Resource So Underused?

- ❧ Because they are not paid, employers worry that there is not enough incentive to retain some of their volunteers.
- ❧ Volunteer programs are associated with picking up trash, making sandwiches, and other menial tasks – implying that volunteers are not capable of more.

What Can Volunteers Do For You? (1 of 5)

1. Help you save money
2. Help you raise money
3. Use personal experience to get results

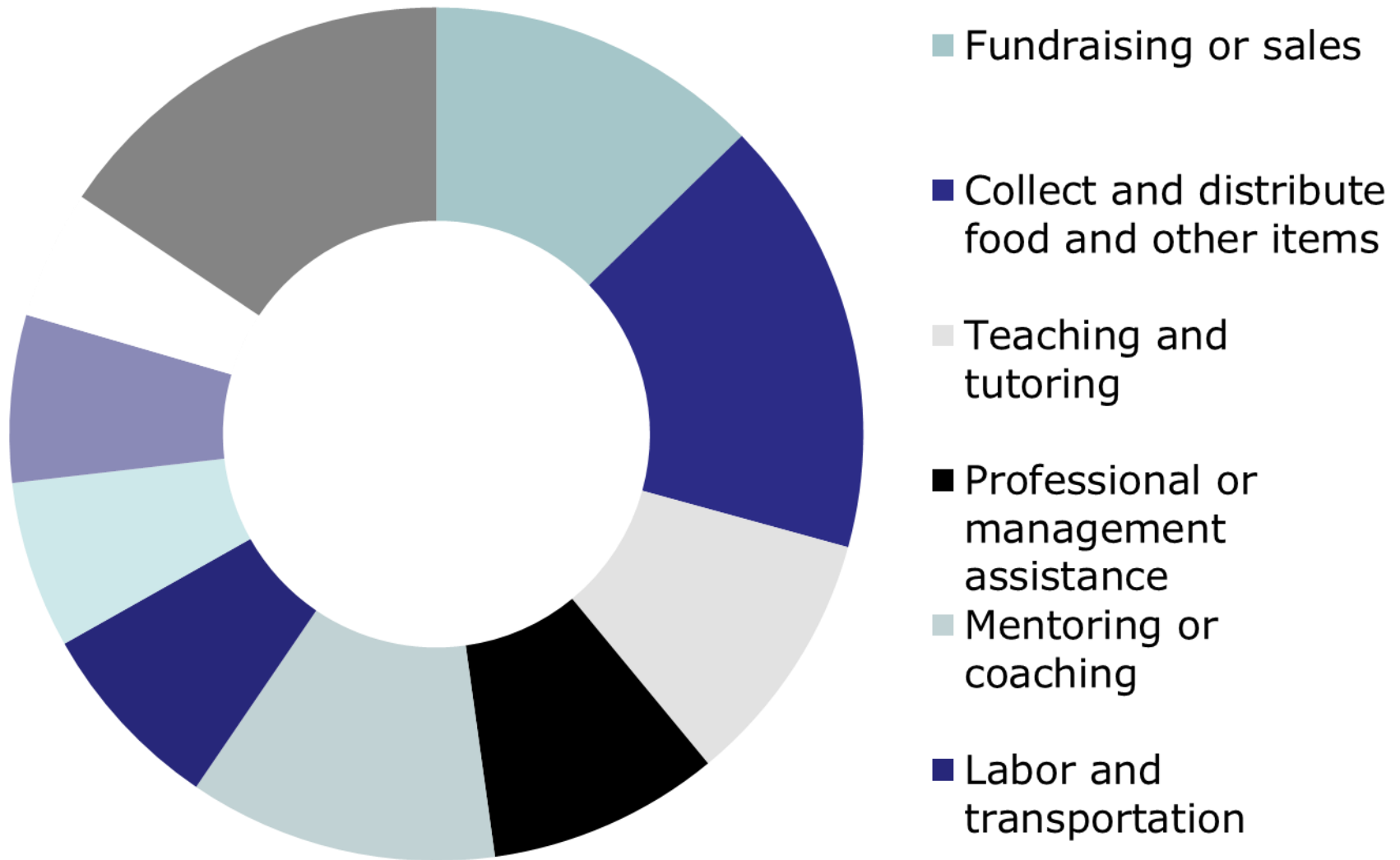
What Can Volunteers Do For You? (2 of 5)

1. They can help you save money by performing tasks suited to their talents or motivations
 - Lower tier tasks
 - Sorting items or documents, preparing food, cleaning, greeting people, setting up for events, distributing flyers, answering phones, etc.

What Can Volunteers Do For You? (3 of 5)

- Upper tier tasks
 - Event planning, technology services, creating materials such as flyers or brochures, employees training, office administration, consulting, fundraising, teaching, etc.

Main Activities Volunteers Perform



Source: UnitedHealthcare | VolunteerMatch Do Good Live Well Study (2010)

What Can Volunteers Do For You? (4 of 5)

2. They can help you raise money through fundraising efforts

- Their commitment to your organization makes them convincing fundraisers
- Calling for sponsors, reaching out to local businesses, and soliciting for donations are relatively simple tasks that volunteers can be adept at

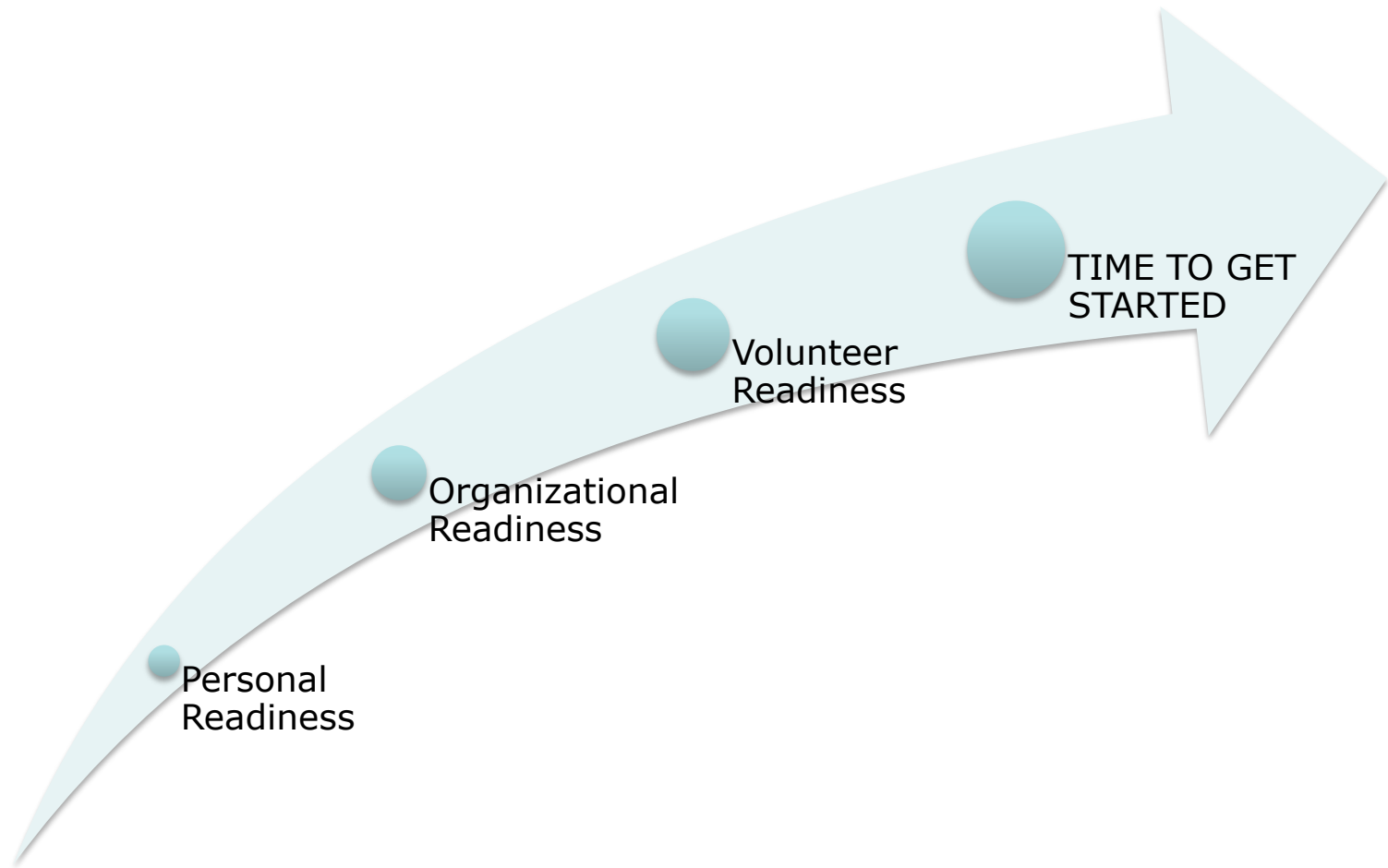
What Can Volunteers Do For You? (5 of 5)

3. Some work is best performed by volunteers

- They know their community's needs, values, and important players
- As unpaid workers, they are committed to making the experience count

Assessing Program Need and Readiness





Personal Readiness

❧ How can volunteers help you?

- Do you have things you would like to do if only you had the time and resources to do them?
- If you can make a list of at least five tasks that you could allot to volunteers, then you are on the right track.
 - Keep in mind – you do not want to take work away from paid employees. These tasks must be for volunteers.

Personal Readiness (1 of 2)

❧ What role will you play in the volunteer program?

- How involved do you want to be with your volunteer workforce?
- If you do not have the time to manage them yourself, then you need to appoint someone from within your organization to supervise and coordinate them.
- Think about who would be best for that role, if not you.

Personal Readiness (2 of 2)

❧ How can you be effective in that role?

- If you want to be right on the frontlines with volunteers, think about the ways you can help.
- Will you be assigning them work and helping see it through, or would you rather be someone they can go to with concerns yet it is not their primary overseer?

Organizational Readiness

(1 of 6)

❧ Is your organization volunteer-friendly?

- Your entire workforce needs to be on board with your plan. Without their support, volunteers will not be able to put their best effort into their work. Cooperation and coordination is crucial.

Organizational Readiness

(2 of 6)

- Make sure everyone from the various managers to the lowest level employees are privy to the availability of volunteers for predetermined tasks.
- Volunteers can not work well in an environment that only partially supports them.

Organizational Readiness

(3 of 6)

❧ Establishing a Clear Hierarchy

- In larger organizations it can be easy for the lines to get crossed.
- Make sure that volunteers know who their coordinator is and who they can go to with questions and concerns.

Organizational Readiness

(4 of 6)

- Establish a system in which all assignments go through the designated coordinator(s) and from them to the volunteers, so that the work can first be approved and then thoughtfully distributed.

Organizational Readiness

(5 of 6)

☞ Training Your employees

- Your organization will be best prepared for a volunteer program if you can provide clear guidance on why, what, when, where, and how they can use it.

Organizational Readiness

(6 of 6)

- While sending a mass email can be the easiest way to communicate the latest happenings, if your volunteer program is going to be a long-term investment and serves a variety of functions within your organization, then a comprehensive presentation might be the way to go.

Volunteer Readiness

❧ Can your organization fulfill the needs of volunteers?

- Volunteers do what they do for a number of reasons
 - Wanting to be useful
 - Looking for knowledge and experience
 - Lots of free time
 - Devoted to the cause
 - Know someone else involved
 - Religious concerns



**Before You Start
Recruiting...**

***Designing the Volunteer
Program***

Planning Ahead

- ❧ It is important to have a solid strategy in place before you move forward.
- ❧ 40% of volunteers stop due to poor management practices.

Goal Setting

- ❧ Have a solid mission to work towards.
- ❧ What is your organization's vision or mission statement?
- ❧ If you can not clearly explain your goals to a potential volunteer, they will not be interested.

Develop a Strategy for Organizing Volunteer Work

(1 of 8)

❧ Hierarchy

- There must be no confusion about who does what.
- Where do the volunteers fit in with the rest of the workforce?
- Do you have a volunteer committee or board, or a program manager/coordinator?

Develop a Strategy for Organizing Volunteer Work

(2 of 8)

- ❧ An effective volunteer program successfully integrates volunteers with the rest of the workforce.
- ❧ Make sure the lines of communication are not going to get crisscrossed.

Develop a Strategy for Organizing Volunteer Work

(3 of 8)

☞ Positions

- What positions can you create for volunteers?
- Create clear job descriptions and expectations for the various positions.
- This is important when it comes time to recruit.

Develop a Strategy for Organizing Volunteer Work

(4 of 8)

❧ Policy & Procedure

- It is important that volunteers understand how your organization works and what you expect from them.

Develop a Strategy for Organizing Volunteer Work

(5 of 8)

❧ Training and Education

- Create some reference materials for your volunteers which outline their positions and duties and provide some guidelines for navigating the workspace and accomplishing various tasks.

Develop a Strategy for Organizing Volunteer Work

(6 of 8)

❧ Record Keeping

- It is important to keep track of volunteer efforts.
- Maintaining logs for hours and assignments can give you a more accurate idea of what to expect from your volunteers and which areas to improve on.
- Make sure to keep records of the volunteers themselves.

Develop a Strategy for Organizing Volunteer Work

(7 of 8)

❧ Performance Evaluation

- It is important to know how well your volunteers are performing.
 - Encourage feedback from both volunteers and employees.
 - Keep the lines of communication open to make sure that everyone is on the same page.

Develop a Strategy for Organizing Volunteer Work

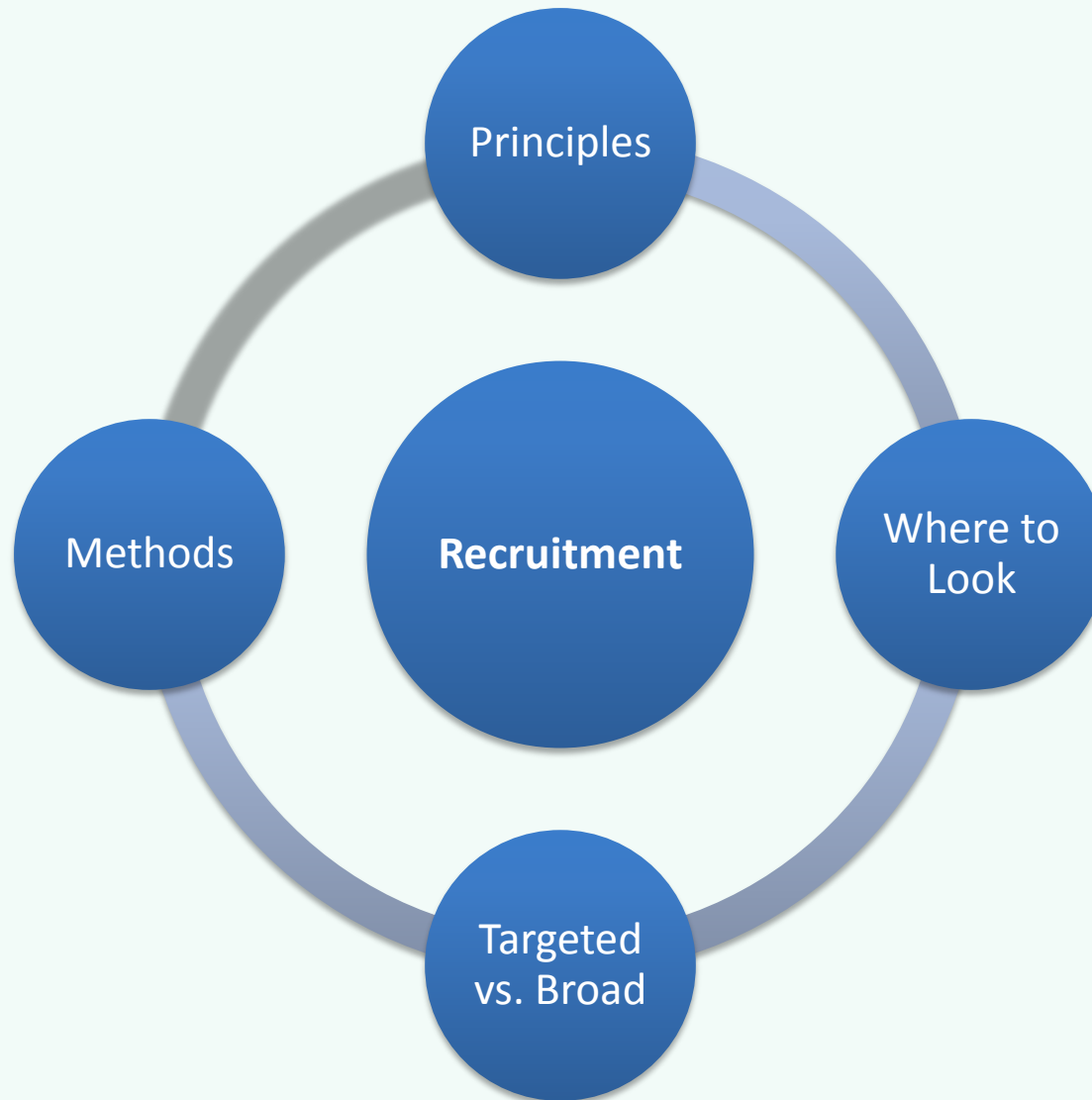
(8 of 8)

- Poor coordination can hinder a volunteer's work efforts.
 - An important part of evaluation is making sure that the program itself is streamlined and as effective as it can be.

Recruiting Volunteers



Recruitment



Definition

❧ **Recruitment** is the process of marketing your organization's needs, and finding and hiring candidates to fulfill those needs.

Etymology — Recruit

- ❧ 1630s, "to strengthen, reinforce," from French recruiter (17c.). From Old French recreu, "grow or increase again," from re- "again" + creistre "to grow," from Latin crescere "to grow."
- ❧ Sense of "to enlist new soldiers" is attested from 1650s; of student athletes, from 1913.

What Is It Really?

- ❧ A constant process of keeping your organization's name and volunteer opportunities visible to the world.

Six Principles of Volunteer Recruitment (1 of 2)

- ✧ There are some simple facts to consider when recruiting:
 1. Some people more readily volunteer than others.
 2. People like to volunteer when it is likely that their help will have a direct impact.
 3. People do not volunteer for the sake of volunteering – they have a variety of motives.


Six Principles of Volunteer Recruitment (2 of 2)

- 4. People are more likely to volunteer for organizations with a strong reputation.
- 5. People are more likely to volunteer if it is convenient for them.
- 6. People choose to volunteer based on the cost-benefit scenario.

Where to Look for Volunteers

- ❧ It is over-reaching to target everybody with your recruitment strategy.
- ❧ Some groups of people are more promising than others.
 - Young people
 - Older generations

Older Generations (1 of 2)

- 
- ✧ Older volunteers (55+) can be very valuable as they:
- are more reliable and mature
 - often have a wealth of experience
 - take greater pride in their work
 - have schedules that are more flexible – especially retired individuals
 - are self-motivated and want to make themselves useful

Older Generations (2 of 2)

- ❧ Older volunteers (55+) can also pose some challenges as they:
 - are often set in their ways
 - can be strongly opinionated
 - can; depending on their age, may have physical limitations

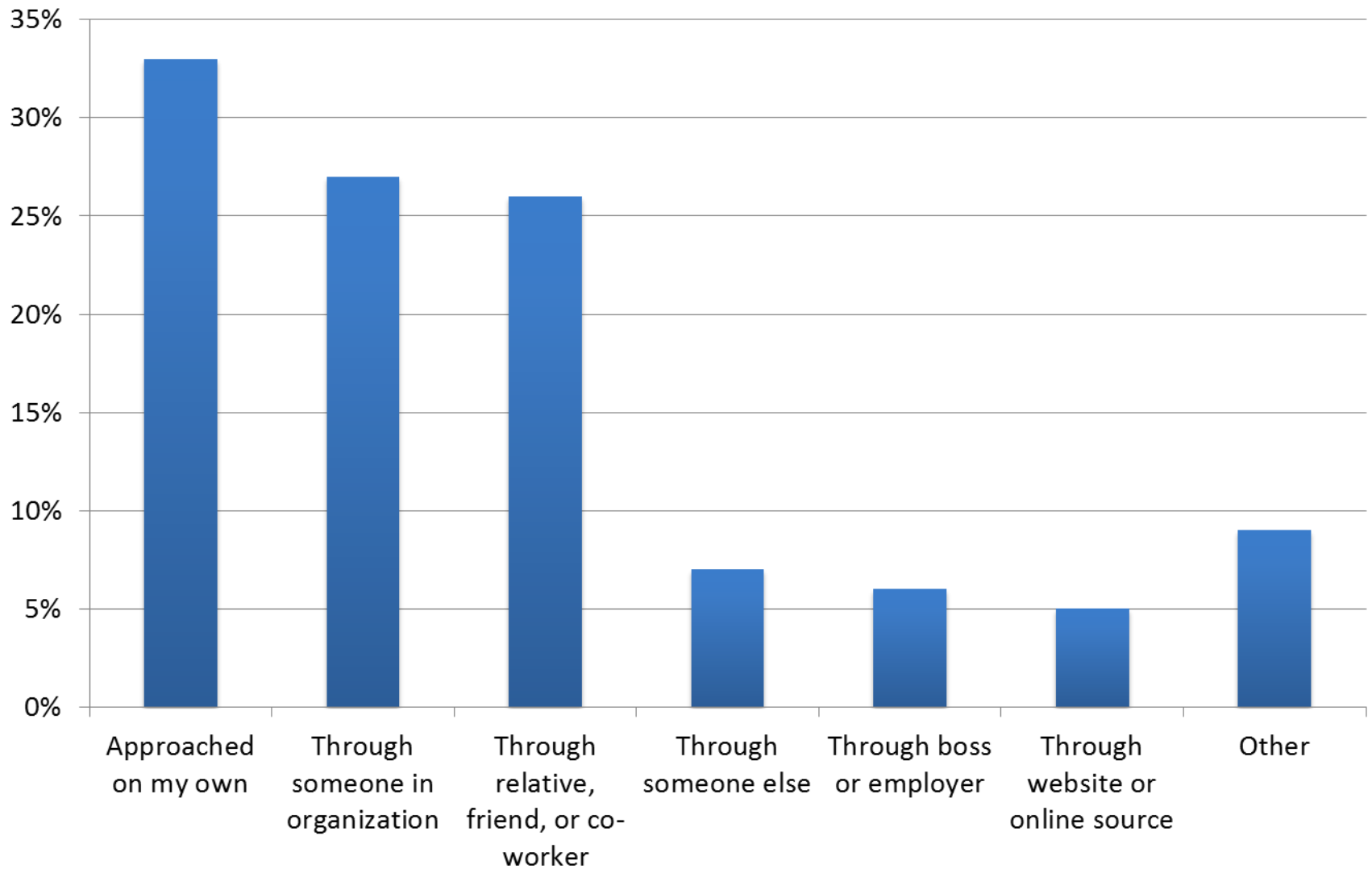
Young People

- ❧ Young people want to make a difference and gain experience
- ❧ College students will be looking for opportunities in time with their academic semesters (Fall / Spring) and breaks (Winter / Spring / Summer)

Religious Partnerships

- ❧ More people volunteer with religious organizations than with any other kind of organization, and religious volunteers are often deeply involved in work outside their congregation

How Volunteers Find Organizations



Source: UnitedHealthcare | VolunteerMatch Do Good Live Well Study (2010)

What's In It For Volunteers?

- ❧ Acquire new skills and experience to enhance their marketability
- ❧ Do something useful, enjoyable, or worthwhile
- ❧ Support something that they believe in
- ❧ Explore new career options and network

What Might Deter Volunteers?

- ❧ Costs – travel, parking, childcare, meals, other expenses
- ❧ Time away from family, friends, hobbies, and paid work
 - A successful volunteer program is one in which the benefits outweigh the costs for both the organization and the volunteer.

Types of Recruitment:

Targeted Recruitment

- ❧ Specific, focused, requires a clearly defined position and needs
 - Ex. Reaching out to a college computer science department for a web developing volunteer

Types of Recruitment:

Broad-based Recruitment (1 of 2)

- ❧ No specific focus, best for tasks/positions requiring minimal training or specialization
- ❧ This involves keeping your volunteer needs in the public eye

Types of Recruitment:

Broad-based Recruitment (2 of 2)

- ✧ Broad-based strategies include:
- Keeping a high profile with the media
 - Strategic distribution of quality materials
 - Use of existing volunteer opportunity directories and referral services
 - Networking with community groups and leaders

Methods of Recruitment

(1 of 14)

❧ The Tried and True Method

- They might be old-fashioned but they still work
- Word of mouth
- Direct mail
- Information tables at community events
- Presentations to community groups

Methods of Recruitment

(2 of 14)

✧ Print Materials for Distribution

- Flyers, posters, brochures
- Flyers are best made 8.5"x11" – easy to print and put on bulletin boards
- All materials must have links to your website and email

Methods of Recruitment

(3 of 14)

❧ Make a Website

- The internet is the most common source for volunteers looking for work – use it!

❧ Your own website

- Pros: cost effective, wide exposure, information is all in one place, no word count limit, direct traffic your way
- Cons: effectiveness depends upon how much traffic it gets

Methods of Recruitment

(4 of 14)

❧ Volunteer Websites

- The internet is a deep well of opportunity
- Many websites exist which make volunteerism their priority
- These sites are committed to matching volunteers with organizations and vice versa

Methods of Recruitment

(5 of 14)

❧ Volunteer Websites: VolunteerMatch.org

- Resources such as VolunteerMatch are invaluable to business leaders.
- They make it their business to match volunteers with companies, campuses, and nonprofits.
- They also help clients recruit and manage volunteers.

Methods of Recruitment

(6 of 14)

❧ Volunteer Websites: Idealist.org

- You can create a page for your company on Idealist and they will list your volunteer opportunities and events.
- Nonprofits, businesses, community organizations, and government agencies can post as many opportunities as they like.

Methods of Recruitment

(7 of 14)

❧ Volunteer Websites: TaprootFoundation.org

- Pro bono work is similar to volunteer work but is generally more skilled – often provided by professionals looking to do something meaningful with their skill set
- Taproot Foundation helps companies and professionals build their own pro bono programs and utilize pro bono resources

Methods of Recruitment

(8 of 14)

❧ Volunteer Websites: AllForGood.org

- All for Good is a service of the Points of Light Institute that helps volunteers find service opportunities in their areas.
- Local and national organizations and companies can post volunteer opportunities

Methods of Recruitment

(9 of 14)

❧ Volunteer Websites: HandsOnNetwork.org

- The HandsOn Network helps nonprofits and government entities find volunteers willing to help out.
- For private companies and businesses, it promotes corporate volunteerism and helps coordinate employee volunteering.

Methods of Recruitment

(10 of 14)

❧ Other Job Search Sites

❧ Pros

- Expands the scope to more internet users.

❧ Cons

- Many can only be used to advertise paid positions and often have monthly or pay-per-click fees.

Methods of Recruitment

(11 of 14)

❧ Other Job Search Sites

- Craigslist.org

- Craigslist is a database of classifieds and forums, where people go to find what they are looking for and advertise their services.
 - It has a page devoted to posting volunteer and service opportunities.

- Job.com

- Job.com has a monthly fee for job postings but allows for the posting of volunteer opportunities.

Methods of Recruitment

(12 of 14)

❧ Social Networks

- Twitter, LinkedIn, Facebook

❧ Pros

- Can direct more traffic to your site

❧ Cons

- Its effectiveness depends on how connected you are

Methods of Recruitment

(13 of 14)

❧ Newspaper Advertisements

- This can be print or online – often both

❧ Pros

- Community papers are a common source for searchers

❧ Cons

- This can be costly, fewer people are reading newspapers

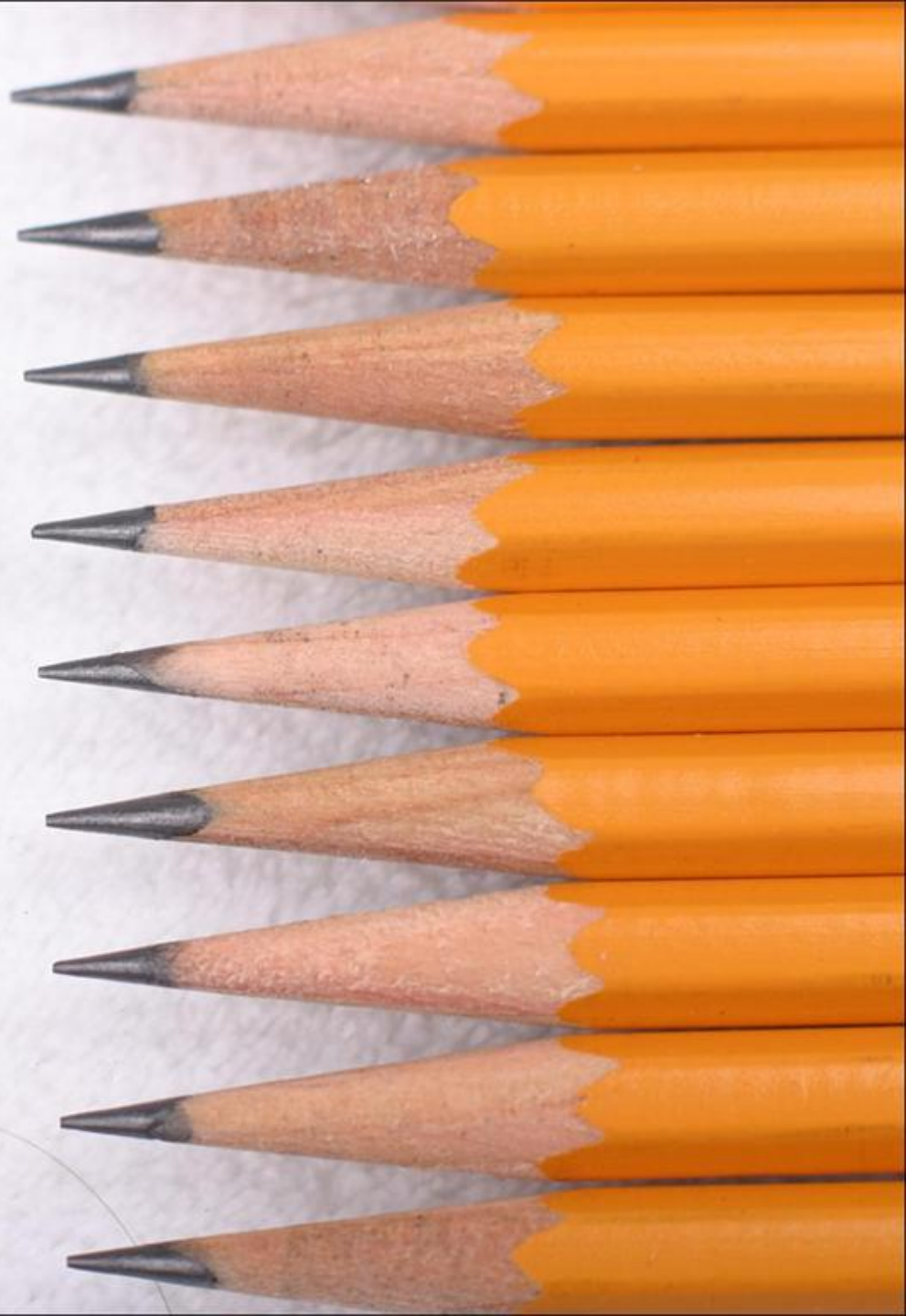
Methods of Recruitment

(14 of 14)

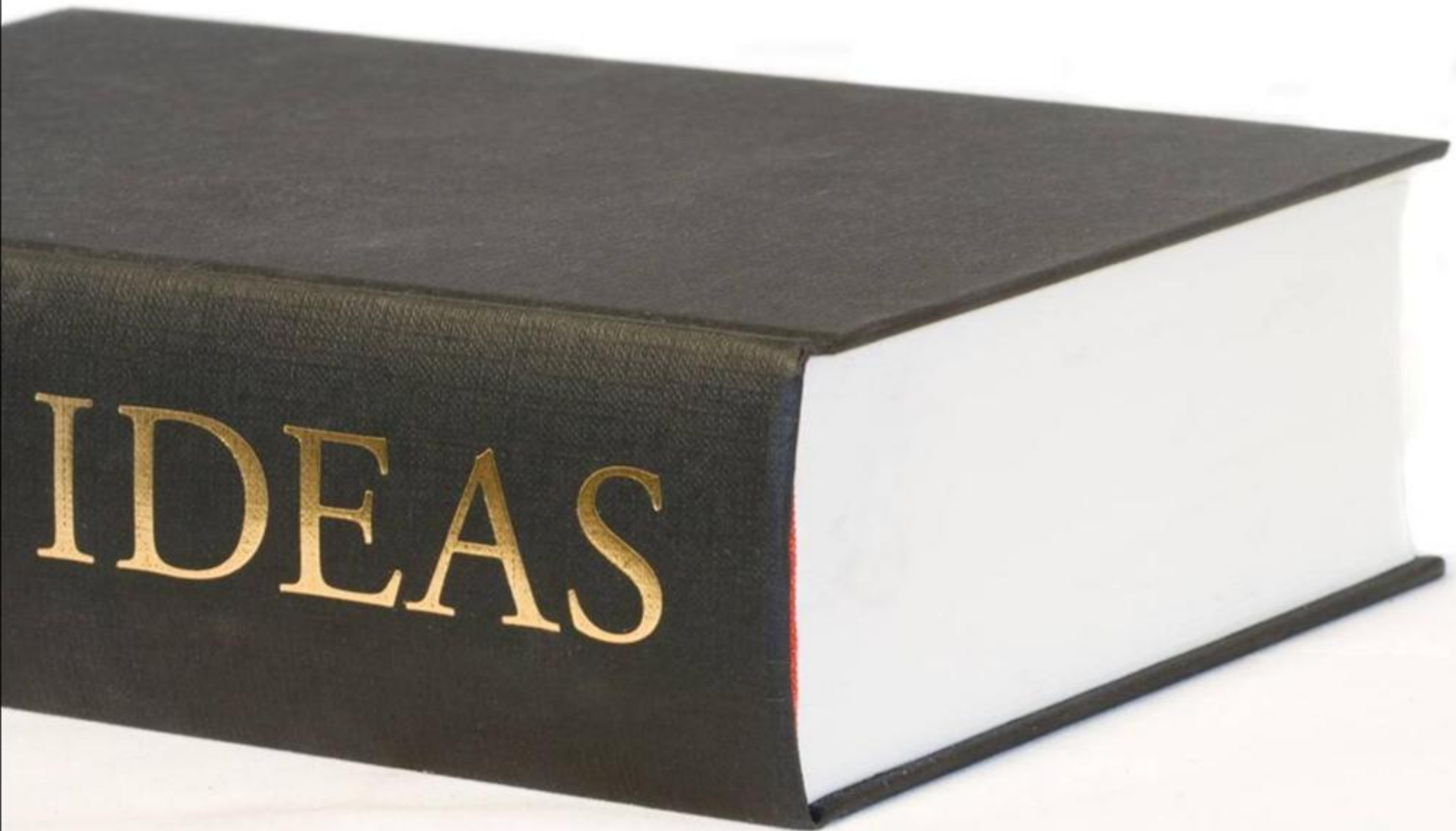
❧ College Career Services

- Colleges encourage their students to gain real experience.
- If they find your positions valuable, they will reach out to students for you.
- Volunteer and internship opportunities.

Screening and Selecting Volunteers



The Volunteer Application



Building the Application (1 of 3)

❧ Include Position Descriptions

- Make sure the application includes a list of descriptions for the applicant to consider, especially if your company has a variety of positions available.
- Have the applicant number the jobs in order of their interest and ability.

Building the Application (2 of 3)

❧ Include Open-Ended Questions

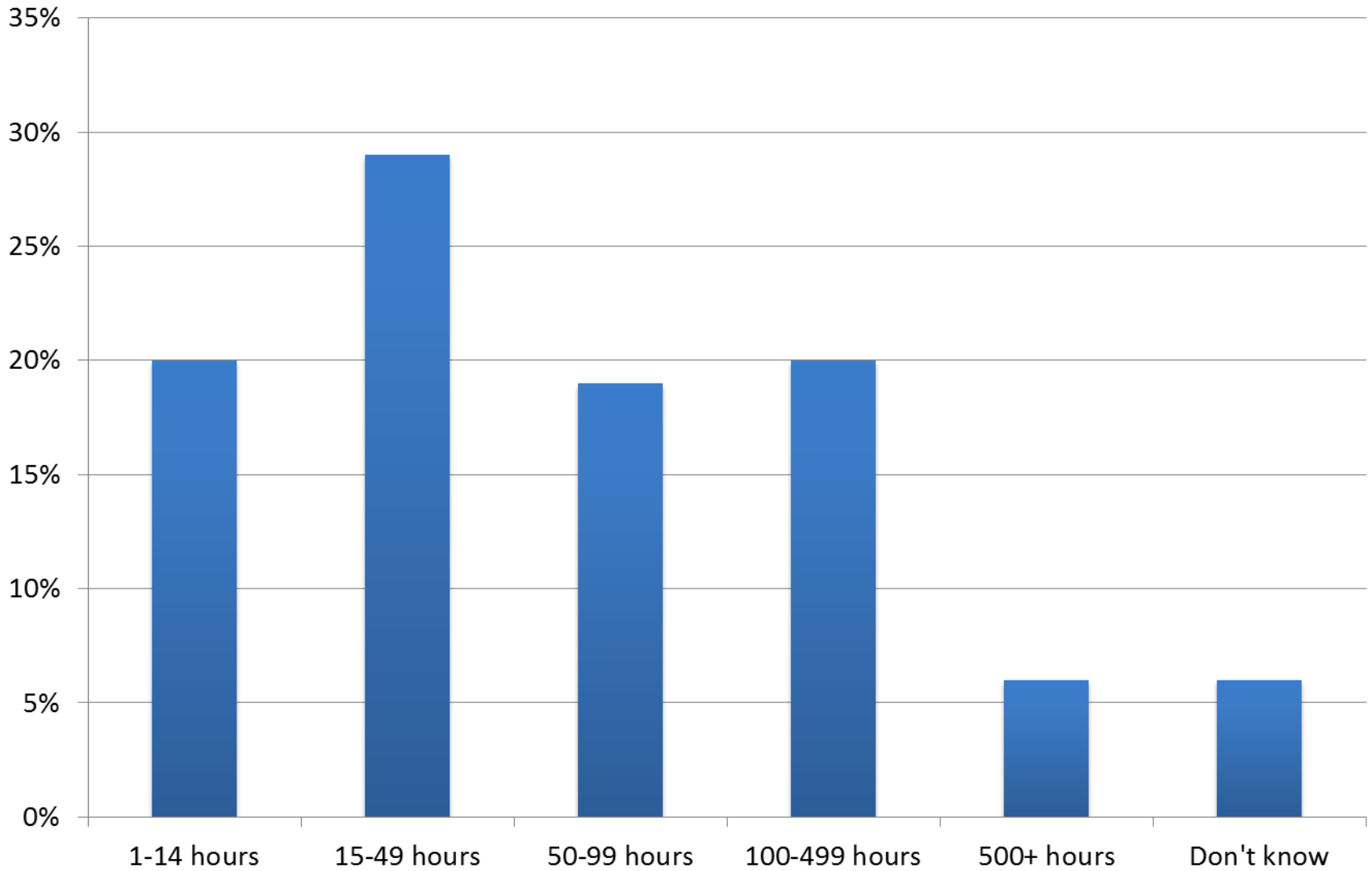
- Why are they interested in working for you?
- What are their skills and interests?
- In what sort of environment do they work best?

Building the Application (3 of 3)

☞ Ask about Their Availability

- Flexibility is important – convenience will keep them coming.
- Depending on the type of work, consider virtual volunteering.
- Not everyone can work the day shift.

Number of Hours Spent Volunteering in a Year



Interviewing Applicants



Preparing for the Interview

- ❧ Have the volunteer's application materials on hand.
- ❧ Draw up a list of questions pertaining to the different jobs available.
- ❧ Be prepared to answer questions from the applicant.

Conducting the Interview

- ❧ Go over the application materials with them.
- ❧ Review the applicant's motivations and skills.
- ❧ Explain how your organization works.

Conducting the Interview

- ❧ Explain the various job possibilities
- ❧ Invite the applicant to ask questions at any time
- ❧ Discuss time commitments, training and orientation, any necessary paperwork, any confidentiality policies or corporate rules, etc.

Closing the Interview (1 of 2)

- ❧ Let them know if you think they are a good match for your organization
- ❧ If not, politely let them down – no suitable openings, not a good match, etc.

Closing the Interview (2 of 2)

- ❧ Tell them what the next step is
 - Orientation
 - If you do not have info for that yet, let them know you will be in touch with the orientation and training information
- ❧ Let them know where they can reach you if they have any questions

Orientation and Training



Preparing Your Orientation

(1 of 7)

❧ Schedule the Orientation

- To avoid confusion and streamline the transition, make sure each and every volunteer attends an orientation experience prior to starting work.
- Large groups can have group orientation to simplify the process
- Small groups or volunteers with dissimilar functions can be oriented one-on-one.

Preparing Your Orientation

(2 of 7)

❧ Develop Materials

- Provide each volunteer with a written resource that they can go back to as a reference whenever they feel the need to.
- Go over any important information with them and invite them to ask questions.
- The more they understand what is expected of them, the better volunteers can serve.

Possibilities for Handbook/Guide Content

Organization

- History, Mission, Goals, Objectives, Programs, Clients, language, abbreviations and codes commonly used

Structure

- Workforce Chart, Key employees, Position Descriptions, Types of Tasks, Who is Responsible for Various Programs or Departments

Facilities

- General Layout of building(s)/grounds, Locations of Restrooms, Parking Information, Supplies, and Emergency Exits, Directory of Contact Information

Policies and Procedures

- Expectations for Volunteer and Employee Behavior, Breaks, Meals, Calling Out of Work, Logging Hours, Confidentiality Statement, Continuance and Termination Policies, Training and Evaluation

Preparing Your Orientation

(3 of 7)

☞ Give Them a Tour of the Facility

- They will want to know the kind of environment they will be working in.
- Showing them where everything is early on can save time later.

Preparing Your Orientation

(4 of 7)

☞ Emergency Scenarios and Stressful Situations

- Make sure they know what to do in an emergency scenario.
- They will be a part of your workforce, so it is best to give them the same level of attention you give to paid employees.
- This includes emergency procedures, office etiquette, and anything else you think everyone must know.

Preparing Your Orientation

(5 of 7)

❧ Describe Your Organization's History and Mission

- Volunteers are entering your workforce. If they are going to work well in your organization, they need to understand your goals and methods.

Preparing Your Orientation

(6 of 7)

❧ The Chain of Command

- Volunteers need to know who they can take orders from – and who not to.
- A flow chart of your organization's command structure would be helpful here.

❧ It is important that everyone be on the same page or things will not run smoothly

Preparing Your Orientation

(7 of 7)

❧ Management

- They need to know who they can turn to for questions and concerns.
- If you do not have time to manage your volunteers, then a Volunteer Manager or Coordinator can be elected from your employees and introduced at this time.
- Larger organizations would benefit from a committee or board devoted to volunteer management.

Training



Training

- ❧ Training is one of the most important factors in a volunteer program's success.
- ❧ It is typically carried out by the employees in the area where the volunteer(s) will be working.

Without Proper Training...

(1 of 3)

1. Volunteers will not fully understand their duties.
2. They will feel undervalued – like they are not worth training.
3. They will not effectively coordinate with others.

Without Proper Training...

(2 of 3)

4. They could have a negative experience.

- This poses a double problem – what if they tell others about it?
- This could negatively impact your organization's reputation

Without Proper Training...

(3 of 3)

1. Volunteers will feel prepared to take on their tasks.
2. They will understand the responsibility they've been given.
3. They will know exactly how things need to be done.
4. They are likely to have a positive experience.
 - If they share this with others, your organization's reputation will improve

Mentoring or “shadowing”

- ❧ This technique helps volunteers make a smooth transition.
- ❧ Pair new volunteers with experienced volunteers or paid employees to show them the ropes for the first few days.


Lead by Example

- ❧ Have whoever is responsible for training the volunteers lead by example.
- ❧ This can involve demonstrating the required task while the volunteers observe.
- ❧ Consistency is important here – volunteers want to know that they are doing things right with as little confusion as possible.

OVERALL PERFORMANCE RATING

Supervision and Evaluation

| | Exceeds Job Expectation | Meets Job Expectation | Partially Meets Job Expectation | Does Not Meet Job Expectation | N/A |
|-----------------------------|----------------------------|--------------------------|---------------------------------------|-------------------------------------|-----|
| COMMUNICATION | X | | | | |
| WRITTEN | | X | | | |
| ORAL | | X | | | |
| PRODUCTIVITY | X | | | | |
| ACCURACY | X | | | | |
| VOLUME | X | | | | |
| TIMELINESS | | X | | | |
| SELF-MANAGEMENT | X | | | | |
| JOB KNOWLEDGE | X | | | | |
| CUSTOMER FOCUS | | X | | | |
| TECHNOLOGY SKILLS | X | | | | |
| PROBLEM SOLVING | X | | | | |
| INTERPERSONAL RELATIONS | X | | | | |
| TEAMWORK | X | | | | |
| FLEXIBILITY | X | | | | |
| CREATIVITY/INNOVATION | X | | | | |
| DEPENDABILITY | X | | | | |
| LEADERSHIP | X | | | | |
| DEVELOPMENT OF STAFF | X | | | | |
| PERFORMANCE MANAGEMENT | X | | | | |
| RESOURCE MANAGEMENT | X | | | | |
| ORGANIZATIONAL CONTRIBUTION | X | | | | |



Supervision 101

- ❧ Know what is going on around you.
- ❧ Keep your eyes and ears open.
- ❧ Be available when help is needed.
- ❧ Correct problems before they grow.
- ❧ Make a personal connection.

Assign a Supervisor

- ❧ The supervisor can be a very experienced volunteer as long as there is still a paid volunteer manager or coordinator whom they can turn to when necessary.
 - Otherwise a member of paid employees is necessary, either the volunteer manager/coordinator (if your company is small) or someone elected from the employees.

Empowerment

- ❧ The supervisor is responsible for empowering volunteers, fostering in them a sense of responsibility and pride in their work, and helping them to succeed.
 - Proper training and ongoing communication are key.
 - Not everyone is capable of being a motivator and a guiding light, so put some thought into who would best.

Keep the Lines of Communication Open (1 of 2)

- ❧ The volunteer coordinator or manager needs to keep tabs on how things are going on the frontlines.
- ❧ This involves talking to the supervisor (if they do not play that role) as well as the volunteers themselves.

Keep the Lines of Communication Open (2 of 2)

- ❧ The supervisor also needs to provide an environment in which volunteers feel comfortable asking questions and reaching out for help.

Good Things to Ask Volunteers

- ❧ How do you feel about your work?
- ❧ Is there anything you feel unsure about?
- ❧ Are those around you being supportive?
- ❧ What could we be doing better?

Evaluate Your Volunteers

- ❧ It is important that you take the time to evaluate the effectiveness of your volunteer program.
- ❧ Based on the results of your evaluations, changes may need to be implemented to streamline the program and improve the experience for those involved.

When to Evaluate

- ❧ Some volunteers do not stick around long – that's just how it is.
- ❧ Once you accept that, you can see the value in waiting until the end of the term (if it's a short-term volunteer opportunity) or until at least one month has passed.
- ❧ This way your evaluation will reflect the work of volunteers who have stuck it out.

Methods of Evaluation

- ❧ Conducting a survey, either paper or online distribution.
- ❧ Gathering them in small groups to discuss their experiences.
- ❧ One-on-one interviews to grasp each volunteer's experience.
- ❧ Proof of performance – client testimonials, supervisor's reports, logs and records.

The Scope of the Evaluation

(1 of 2)

- ❧ It is important to note the difference between a volunteer's experience and a volunteer's performance.
- ❧ Your evaluation need to be comprehensive, covering all bases: the volunteers as well as the company they volunteer for.

The Scope of the Evaluation

(2 of 2)

- ❧ You want to gauge how effectively your volunteers perform, of course, and it is just as important to understand how well your company or organization performs.
- ❧ Remember that a volunteer program has two parts – the volunteers and the platform (coordinator, supervisor, other employees, clients).

Retaining Volunteers

Support and Recognition



What Is The Problem?

- ❧ Volunteers are often reluctant to return.
- ❧ Of all volunteers in any given year, over 1 in 3 do not return the following year.
- ❧ For non-profits in 2007, this represented \$38 billion dollars in lost revenue.

Why is Retention So Important?

1. Experienced volunteers are a valuable resource.
2. They can get more challenging work done.
3. Reap the benefit of more volunteer hours.
4. Incur fewer costs associated with frequently replacing lost volunteers.

Why Do Volunteers Leave?

(1 of 3)

- ❧ Failing to match volunteers' skills with assignments
 - If a volunteer told you during the interview that she's very artistic but she ends up answering phones all day, that might kill her enthusiasm.
- ❧ Failing to provide strong leadership and organization
 - Persistent confusion can be enough to dissuade a volunteer from returning.

Why Do Volunteers Leave?

(2 of 3)

- ❧ Failing to train volunteers effectively
 - If they do not know what they are supposed to be doing half the time, they are not going to perform well and they know it – this can be hugely discouraging.
- ❧ Failing to coordinate volunteers with other employees
 - Frequent miscommunication can be frustrating and might be that last straw for a volunteer.

Why Do Volunteers Leave?

(3 of 3)

❧ Failing to accommodate needs

- If someone has volunteered their time but can only work odd hours, and you want them on a routine schedule, they will not be able to.

❧ Failing to recognize contributions

- When someone agrees to work without pay, puts effort into their work, and goes home without thanks, it can be a real turn-off to coming back.

Promoting Retention

☞ Some effective methods:

1. Appeal to their motives
2. Open lines of communication
3. Clear expectations
4. Make it convenient
5. Make it a positive experience
6. Show your appreciation

Method 1 – Appeal To Their Motives

- ☞ You want to get the most out of your volunteers? It works both ways.
 - Remember – they are not in it just for you.
 - Keep in mind the reasons they gave in their applications – why did they choose you?
 - You are not paying them cash, so make sure you are giving them some other value.

Method 2 – Open Lines of Communication

- ❧ If no one's on the same page then things are not going to run smoothly.
 - Make sure they are keeping you posted or maintain an activity log.
 - Be receptive to any ideas for improvement they might have.
 - Make sure that other employees members are coordinating with them.

Method 3 – Set Clear Expectations

- ❧ Tell them what you expect from them
 - You will not know what they can do unless you give them responsibilities.
 - A volunteer who feels trusted will have a higher work ethic.
 - Keep in mind what **they** expect from **you** in terms of leadership.

Method 4 - Convenience

❧ Make volunteering convenient, not tedious

- You are not paying them, so expect them to have obligations outside of your organization.
- Be flexible with scheduling to accommodate their needs.
- Create opportunities for remote volunteering.
 - Some tasks can be easily accomplished from home.

Method 5 – A Positive Experience

- ✧ **Make volunteering fun, not a chore**
 - Menial labor is not always enough to keep volunteers happy.
 - Utilize the skills that they have.
 - Chances are, they had an idea of what they wanted to do from the start – hear them out.
 - Make sure they are benefiting from your decisions.

Method 6 – Show Your Support

- ❧ Past mistakes have no bearing on what you do now.
 - Do not allow past decisions to hold you back. Each decision is your new chance to be a star.
- ❧ There may be many right answers.
 - Sometimes choosing one is difficult because many solutions will do the job – yet keep in mind that you will not go wrong by choosing any of them.

CERTIFICATE OF APPRECIATION

AWARDED TO

[Name]

For your Outstanding Service and Enthusiasm
We couldn't do it without you!

Awarded this ____ day of _____, 20__

Presenter Name and Title

★ **THANK YOU!** ★

This certificate of appreciation is presented to

.....
for
.....

.....
Signature

.....
Date

BY COMPANY OR ORGANIZATION

Action Plan

- ❧ What are you going to take action on?
- ❧ Start with the three easiest items.

Action Steps (1 of 4)

- ❧ List specific behaviors.
- ❧ Be as systematic as possible.
- ❧ Rank the behaviors in terms of their complexity or degree of difficulty.
- ❧ Rank the behaviors in terms of chronological order.

Action Steps (2 of 4)

- ❧ Begin with the least difficult behavior.
- ❧ Advance to a more difficult behavior.
- ❧ Break difficult behavior down into several smaller behaviors.
- ❧ Attach time limits to each behavior.

Action Steps (3 of 4)

- ❧ Repeat specific behavior until mastered.
- ❧ Review all previous behaviors.
- ❧ Advance to next most difficult behavior.
- ❧ Measure and evaluate.
- ❧ Keep records (preferably visual).

Action Steps (4 of 4)

- ❧ Reinforce through reward and punishment.
- ❧ Use visual reminders (pictures, charts, etc.).
- ❧ Remember: A small goal is enough!