

### Five Elements to Volunteer Management



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### Orientation vs. Training

- *Orientation – process of making volunteers feel comfortable with and understand the workings of the organization...and to let them understand how they can contribute to the purpose of the organization.* McCurley & Lynch, *Volunteer Management*, 2006
- *Training - process of providing volunteers with the tools to do the job*

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### Discussion:

- What are the consequences of NOT orienting and/or effectively training volunteers?
- Who orients and trains in your organization? (volunteers and staff)
- Whose job is it?

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### Role of the Volunteer Manager

- Ensure volunteers receive adequate orientation and training across the organization
- Train staff on orientation and training design and delivery

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### Components of Orientation

- Cause:** Why should I be volunteering here?
- System:** How will I be volunteering here?
- Social:** Where do I fit in?

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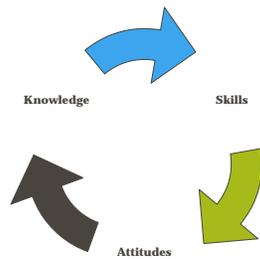
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### Components of Training

The process of providing volunteers with the tools to do the job



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**Attitude**

- toward issue
- toward people

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**Components of Training**

The process of providing volunteers with the tools to do the job

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graph TD
    Knowledge --> Skills
    Skills --> Attitudes
    Attitudes --> Knowledge
  
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**Effective training must:**

- Be relevant;
- Build on participants' experience
- Be interactive;
- Communicate key lessons through visual, auditory and experiential modes;
- Allow for participant to apply learning;
- Help to solve problems; and
- Demonstrate immediate value.

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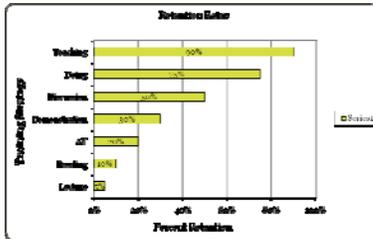
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## Learning Retention Rates



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Tell me, and I will forget;  
Show me, and I may  
remember;  
Involve me, and I will  
understand.



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## Step 2: Design the Training

- Form small groups
- Identify a volunteer position for which the team will design a training. (p. 9)
- Discuss the knowledge, skills and attitude you need for the position, and whether you will recruit for those or train.
- Then focus on the learning activities you will use (p. 10). What the form calls the objective is a particular knowledge, skill or attitude.
- Comments? Questions?
- Please stay in your group.

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### Four Steps in Training Volunteers

**Step 1:** Identify Training Needs

**Step 2:** Design Training

**Step 3: Deliver Training**

**Step 4:** Assess and Refine Training

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### Step 3: Deliver the Training

Four principle decisions for training delivery:

1. **When** to deliver the training
2. **Where** you will conduct the training
3. **Who** will deliver the training
4. **How** the training will be conducted

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### Four Steps in Training Volunteers

**Step 1:** Identify Training Needs

**Step 2:** Design Training

**Step 3:** Deliver Training

**Step 4: Assess and Refine Training**

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## Action Capture Sheet

What might you start doing,  
or do differently, in terms of . . .

# ORIENTATION AND TRAINING?

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### Five Elements to Volunteer Management



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Steps in Supervising Volunteers

**Step 1:**

Define and Communicate  
Clear Expectations

**Step 2:**

Guide and Support  
Volunteers

**Step 3:**

Ensure that Volunteers  
Feel Rewarded and  
Recognized



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Consequences of Poor  
Supervision



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**WATCH OUT FOR BURNOUT!**

The same high motivation levels that lead people to volunteer can lead to BURNOUT.

Even your best, your brightest, your most committed will tire if you don't treat them right. Recognize when the flame is flickering . . . before it goes out!



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Step 1 in Supervising Volunteers

- Define and Communicate Clear Expectations



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Put yourself in a volunteer's shoes

- You have volunteered at an organization once before, preparing a bulk mailing, and you watched a five-minute orientation video then
- You are now being asked to take on a different project and are about to be given instructions
- Are you comfortable with your directions?



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Step 2 in Supervising Volunteers

- Guide and support them



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**While guiding and supporting, keep in mind the various dimensions of diversity!**

- Age
- Abilities
- Education
- Ethnicity
- Family circumstance
- Gender
- Geography
- Marital Status
- Nationality
- Political opinion
- Race
- Religion
- Sexual orientation
- Socio-economic status
- Values

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**Volunteer Work Plan**

Creating a work plan will help you

- Generate clear outcomes
- Create an agreed upon project time frame
- Manage the expectations of your volunteers
- Clarify standards for success
- Manage the overall volunteer experience

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**Elements of a Volunteer Work Plan**

1. Overall goal
2. Objective or series of objectives
3. Action steps
4. Time frame
5. Supervision
6. Potential resources (e.g., people, partners, technology and financial)

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### Supervision Scenarios

- If reasonable, think about in terms of your own organization
- What supports can you give?
- What challenges do you see?

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### Step 3 in Supervising Volunteers

- Ensure that They Feel Rewarded and Recognized



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### McClelland's Theory of Social Motivators



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### Recognition Ideas – by Motivational Preference

- Achievement
- Affiliation
- Influence

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### Myths about Problem Volunteers

- Ignoring problems will make them go away
- No one else notices – it's just me.
- There's good in everyone. We just need to give them time to show it.
- A confrontation will only make things worse
- You can't fire a volunteer

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### Action Capture Sheet

What might you start doing,  
or do differently, in terms of . . .

**SUPERVISION?**

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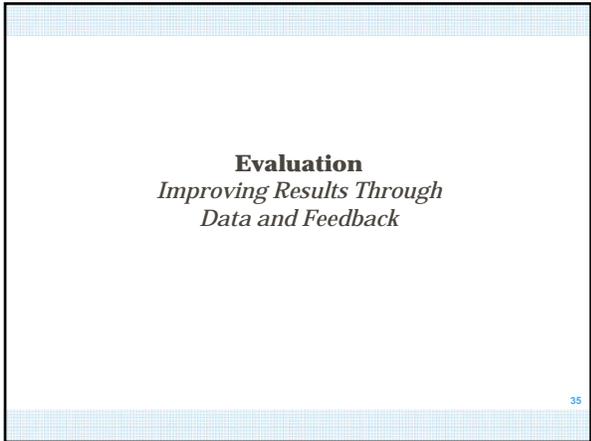
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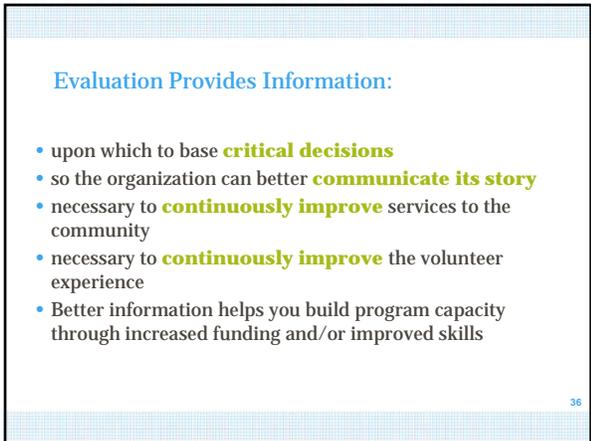
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### You Are Not Alone



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### Who are the Stakeholders in your Organization?

- What types of issues or questions would an individual in each role have?

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### Many ways to conduct evaluations . . .

- Questionnaires
- Interviews
- Observation
- Focus Groups
- Other

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## Action Capture Sheet

What might you start doing,  
or do differently, in terms of . . .

### EVALUATION?

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### In Planning a Successful Volunteer Program make sure it is . . .

- Aligned with your mission
- Considered a program element
- Built into strategic planning with a strategic plan of its own
- Part of the annual budget
- Someone's responsibility

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### Thank You for Participating!

**Trainers:**

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[volunteer@bloomington.in.gov](mailto:volunteer@bloomington.in.gov)



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Be More Awards

April 5, 2011  
7 p.m.  
Buskirk-Chumley Theater  
FREE!

IT'S THE FEEL-GOOD  
EVENT OF THE YEAR!



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