

## The Essentials of Volunteer Management

Today's Trainers:  
Bet Savich, 349-3472 or savichb@bloomington.in.gov  
Lucy Schaich, 349-3433 or schaichl@bloomington.in.gov



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It's not B-I-N-G-O  
it's M-I-N-G-L.

### Let's Mingle!

1. Find the people associated with the organizations on the card.
2. Get their initials.
3. Fill the card and sign the back for your entry into the prize drawing.



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### Meet and Greet

#### Share the following:

- Name
- Organization
- One sentence - Why did you choose the picture you did?

#### Let's keep it snappy!

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### Before We Start, Think About This . . .

If your organization had all the money and staff that it needed . . .

Would you still utilize volunteers?

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### Today's Objectives:

Learn about the essential areas of volunteer resource management



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### What Does it Mean to Volunteer?

To volunteer is to choose to act in recognition of a need, with an attitude of social responsibility and without concern for monetary profit, going beyond one's basic obligation.



Adapted from *By the People: A History of Americans as Volunteers*  
by Susan J. Ellis and Katherine H. Noyes, 1990, Jossey-Bass

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### Volunteering in America Report

The 2010 report shows that volunteering is holding steady

- The national average is a volunteer rate of 26.8%
- The Indiana rate is 29.5%



Source: Volunteering in America Report <http://www.volunteeringinamerica.gov>

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### Nationally.....

- 63.4 million volunteers in 2009
- With a dollar value of \$169,000,000,000 (\$169 billion)



Source: Volunteering in America Report <http://www.volunteeringinamerica.gov>

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### In Indiana.....

- 1.5 million volunteers in 2009
- 192.1 million hours served
- 39.1 hours per resident



Source: Volunteering in America Report <http://www.volunteeringinamerica.gov>

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## Volunteering in America

### Trend #1: Higher volunteer rates for women.

- especially women ages 45-54
- married women
- employed women, especially those working full-time



Source: Volunteering in America Report <http://www.volunteeringinamerica.gov>

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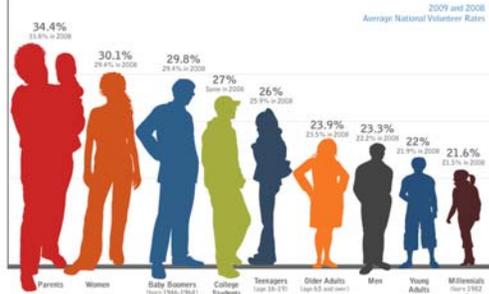
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## 2009 Average National Volunteer Rates

In 2009, 63.4 million Americans volunteered to help their communities, providing 8.3 billion hours of service worth an estimated dollar value of almost \$167 billion (dollar value provided by the Independent Sector).



Source: Volunteering in America Report <http://www.volunteeringinamerica.gov>

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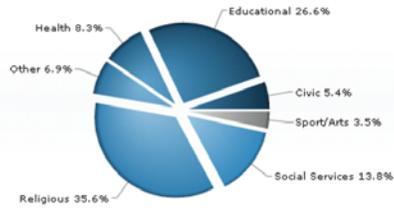
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## Where Are People Volunteering?



2007-2009 Source: Volunteering in America Report 2009 <http://www.volunteeringinamerica.gov>

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## Volunteering in America

**Trend #2:** It is important to partner with the faith-based community.



Sherwood Oaks Christian Church CareFest volunteers

- great resources for nonprofits seeking volunteers.
- most popular organizations through which volunteers serve.
- Volunteers serving through faith-based organizations are the most likely to continue serving.

Volunteering in America's Faith based Organizations (2009)  
Source: <http://www.volunteeringinamerica.gov/assets/resources/VolunteeringInAmericaFaithOrganizations.pdf>

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## Volunteering in America

**Trend #3:** Poor volunteer management leads to poor volunteer retention.

- Due to poor management of volunteers, more than one-third of those who volunteer one year do not donate their time the next year at any non-profit.



Corporation for National and Community Service The New Volunteer Workforce (2009)  
<http://www.volunteeringinamerica.gov/assets/resources/TheNewVolunteerWorkforce.pdf>

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## More Volunteer Trends

- Virtual volunteerism
- Community restitution
- Voluntourism
- Family volunteering
- Corporate volunteering
- Serve America Act
- Skills-based volunteering
- United We Serve
- Service learning
- Campaigns to make volunteering a priority  
(e.g., Iparticipate, Give a Day Get a Disney Day)
- School service requirements

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## Technology

- [bloomington.in.gov/volunteer](http://bloomington.in.gov/volunteer)
- [Volunteersolutions.org](http://Volunteersolutions.org)
- [1-800-volunteer.org](http://1-800-volunteer.org)
- [Volunteermatch.org](http://Volunteermatch.org)
- [Idealist.org](http://Idealist.org)
  
- You Tube
- Facebook
- Twitter
- MySpace



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## Levels of Volunteer Engagement

- Shoppers
- Episodic or Short Term
- Reliable Regulars
- Fully Engaged Volunteers
- Committed Leaders

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## Characteristics of Organizations that Successfully Engage Volunteers

1. Lay the Foundation through Mission and Vision
2. Combine Inspiring Leadership with Effective Management
3. Build Understanding and Collaboration
4. Learn, Grow and Change



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## 1. Lay the Foundation Through Mission & Vision

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### Are volunteers seen as valuable human resources

that **directly contribute** to achievement of the **organization's mission**, not primarily as means to obtaining financial or other material resources?



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### A clear, positive and widely-shared vision



Is there a vision for the role of volunteers that is:

- positive**
- clearly articulated**
- widely-shared**
- and
- openly discussed** throughout the organization?

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**2. Combine *Inspiring* Leadership with effective management**

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**3. Build Understanding and Collaboration**

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**4. Learn, Grow and Change**



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Learn, Grow and Change



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Why do people volunteer?



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Two Main Reasons People Volunteer

**They were asked**



**They want to do something good for others**



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## Why do they stop volunteering?



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## The #1 Reason People Stop Volunteering

They feel that the organization wasn't well managed and their skills and time were not being utilized well.



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## Benefits and Challenges

### What are some challenges?

- For volunteers, what are the challenges to volunteering?
- For organizations, what are the challenges of volunteerism?

### What are some benefits?

- Why involve volunteers? What are the advantages of working with volunteers that you would not get working with paid employees?
- If you had all the money your organization needed, for what reasons would you still engage volunteers?
- What would happen if volunteers were not involved in your organizations?

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## Motivational Analysis



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## McClelland's Theory of Social Motivators



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## McClelland's Theory of Social Motivators

### Achievement-motivated

Strive for excellence, their personal best, they are calculated risk takers, restless, innovative, will do what they say, task oriented, work well by themselves, love challenges, and they like to problem solve.



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## McClelland's Theory of Social Motivators

### Affiliation-motivated

Most happy in situations where there is a strong social component, they enjoy mutual friendship, want to be liked and accepted, they strive for warm friendly relationships, and they appreciate interaction on a personal level.



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## McClelland's Theory of Social Motivators

### Influence-motivated

Comfortable in a leadership role, they are decision-makers, they view themselves as capable, independent workers, they have the need to impact and influence others, they like to give advice, verbally fluent, outspoken, confident, charismatic, and they create confidence in others



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## Score Motivational Analysis

Use the Motivational Analysis Key to score your quiz



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### McClelland's Theory of Social Motivators

How can you apply this information when working with volunteers?



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### Action Capture Sheet

Now that you understand volunteers better, is there anything you want to start doing, or do differently? . . .

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### Five Elements to Volunteer Management



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### MISSION

#### Mission

A one- or two-sentence statement that outlines the specific reason for which the organization exists.

#### Example

The mission of the Grand View Food Bank is to provide nutritional food and nutrition education to the poor.

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### VISION

#### Vision

A detailed description of the future the organization is trying to create.

#### Example

The Grand View Food Bank envisions a community where all residents have access to affordable and healthy food.

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## PURPOSE

### Purpose Statement

A statement that describes how a project or program contributes to the achievement of the organization's mission.

### Example

The purpose of the Grand View Food Bank Volunteer Program is to coordinate the distribution of donated food to those in need in the community through the efforts of volunteers.

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## Purpose Statement

### • How might a Purpose Statement Be Used?

- **To engage/empower current volunteers** by helping to write the statement
- **Recruit** more of the right volunteers
- **Demonstrate value** of program to others in the organization and the community
- **Help volunteer manager prioritize and stay focused** on the most meaningful goals of the program
- **Use in outreach:** cover letters, recruitment, press releases, agency annual report
- **Create a poster** for your lobby
- Other

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## Taking it to another level . . .

Can you completely integrate your volunteer program into the mission statement of your organization?

Is it a fit?

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**Next step –  
Conducting a Volunteer Needs Assessment**

**WHY?**

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**Next step –  
Conducting a Volunteer Needs Assessment**

**HOW?**

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**Conducting a Volunteer Needs Assessment**

**What questions could you  
ask STAFF to identify  
unmet needs?**

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### Appropriate Volunteer Roles

Are these **Acceptable** / **Questionable** / **Inappropriate**

- Carry 50-pound cases of food in a warehouse
- Counsel delinquent youth
- Lead a youth group to clean up a neighborhood
- Type reports for volunteer managers or other staff
- Process payroll checks for staff
- Take a dog to visit prisoners at the state prison
- Sell tickets at a symphony concert
- Give advice on how to run a program as part of an advisory council
- Administer drugs to clients

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### Volunteer Position Description

#### Activity

- Complete the Volunteer Position Description Worksheet for a new position that you would like to create.
- Switch worksheets with a partner and provide feedback.

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### Introduction to Risk Management

#### What is Risk Management?

- The identification, assessment and prioritization of risk followed by an action to minimize, monitor or control the effects
- Utilizing pre-set plans or procedures to control situations that may be potentially harmful to your organization, program, volunteers or clients

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### Three Things to Remember about Risk Management . . .

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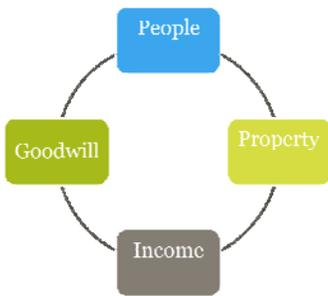
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### What's at Risk?



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### Introduction to Risk Management

#### 3. Control Risks

Create a plan for managing risks.

-  Avoid the risk
-  Reduce the negative effect
-  Accept some or all of the consequences
-  Transfer the risk

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**Key Questions to Ask**

- What do our volunteers do? (Or what will they do?)
- What could go wrong?
- How probable is that?
- How serious an issue would it be?
- How can we diminish the probability or protect ourselves?
- Can we still ask a volunteer to do this?

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**Volunteer Program Resources**

- What resources are needed to successfully manage your volunteer program?
- What items have a direct cost related to them?
- What are other resources that might have indirect costs?

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**Identifying Resources**

How can you advocate within your organization to get the resources you need to be successful?

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## Action Capture Sheet

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

# PLANNING?

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## Five Elements to Volunteer Management



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## What is Volunteer Recruitment?

The process of matching an organization's needs with a volunteer's interests and skills

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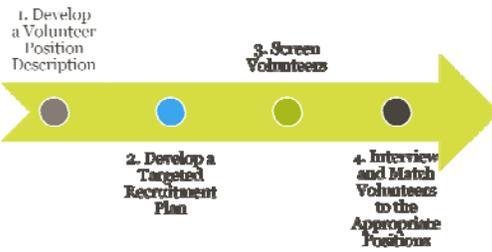
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## Steps to Recruiting and Placing Volunteers



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## Step One

**Develop a volunteer position description**



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## Step Two

### Developing Your Targeted Recruitment Plan



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## Recruitment

- **General Recruitment**

Sending a message about a volunteer opportunity to as broad an audience as possible (e.g., advertisements, PSA, brochures)

- **Targeted or Niche Recruitment**

Sending the message to an audience who has the specific time, skills and/or traits required for the position

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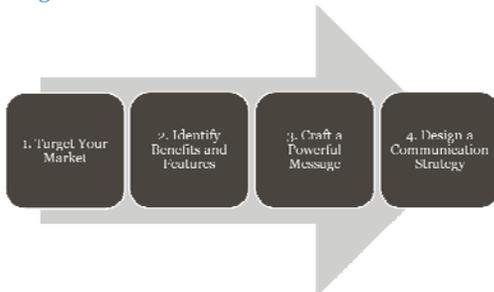
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## Targeted Recruitment



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### Step 1: Target Your Market

#### Activity

- List as many volunteer populations for which you might be targeting

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### Circle of Resources

- Picture your facility in the center of a bull's eye
- Walk or drive around the block
- Write down everything you see
- Keep going in widening circles



*[Susan J. Ellis, The Volunteer Recruitment Book]*

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### Target Recruitment

#### Generational Differences

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	Silent Generation (1922-1945)	Baby Boomer (1946-1964)	Generation x (1965-1980)	Generation Y (1981-2000)
Work Ethic and Values	Hard work, respect authority, sacrifice, duty before fun	Workaholic, work efficiency, quality, question authority, personal fulfillment	Want structure and direction, skeptical, self-reliant	What's next, multitasking, tenacity, entrepreneurial, tolerant, goal oriented
Messages that Motivate	Your experience is respected	You are valued and needed	Do it your own way, forget the rules	You will work with other bright people
Interactive Style	Individual	Team player, loves to have meetings	Entrepreneur	Participative
Communications	Formal memo	In person	Direct Immediate, Email	Facebook, Text
Leadership Style	Directive	Consensual	Everyone is the same, challenge others, ask why	TBD
Feedback and Rewards	No news is good news, satisfaction in a job well done	Don't appreciate it, money, title recognition	Freedom, How am I doing?	Whenever I want it, meaningful work

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### Step 2: Identify Benefits and Features

**Benefit:** What volunteering does for the volunteers, such as teaching them a skill, having fun, meeting people, etc.

**Feature:** Descriptive elements of the volunteering, such as when, where, doing what with whom, etc.

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### Step 3: Craft a Powerful Message

- Share benefits and feature
- Keep the message simple
- Make the message attractive

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### Step 4: Design a Communications Strategy

- Different audiences require different communication strategies
- Be strategic about communication

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### Online Recruiting Resources

- Make the most of your online recruitment by posting your opportunities on the Volunteer Network website



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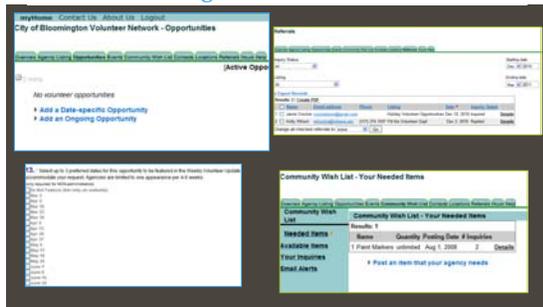
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### Online Recruiting Resources



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## Online Recruiting Resources

[www.bloomington.in.gov/volunteer](http://www.bloomington.in.gov/volunteer)

[www.1-800-volunteer.org](http://www.1-800-volunteer.org)

[www.craigslist.org](http://www.craigslist.org)

[www.facebook.com](http://www.facebook.com)

[www.handsonnetwork.org](http://www.handsonnetwork.org)

Blogs

 **craigslist**

 **United We Serve**  
SERVE.GOV

 **VolunteerMatch**  
Where volunteering begins.

• [www.serve.gov](http://www.serve.gov)

• [www.youtube.com](http://www.youtube.com)

• [www.volunteermatch.org](http://www.volunteermatch.org)

• [www.idealists.org](http://www.idealists.org)

• Widgets



**twitter**



**facebook**

**YouTube**  
Watch. Share. Connect.

**1-800**  
**Volunteer.org**

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## Step Three

**Screen volunteers**



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# Wheel of Fortune

**Guess that Screening Technique**

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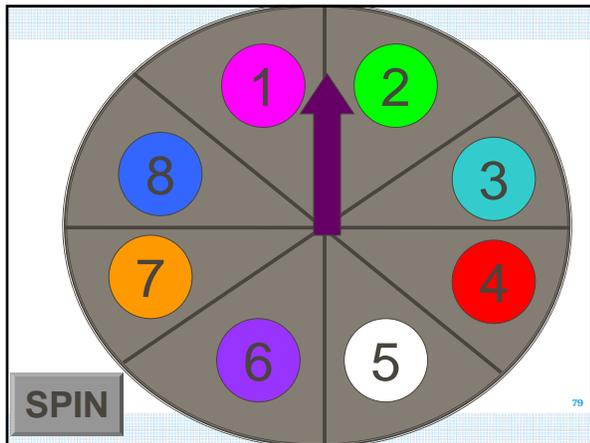
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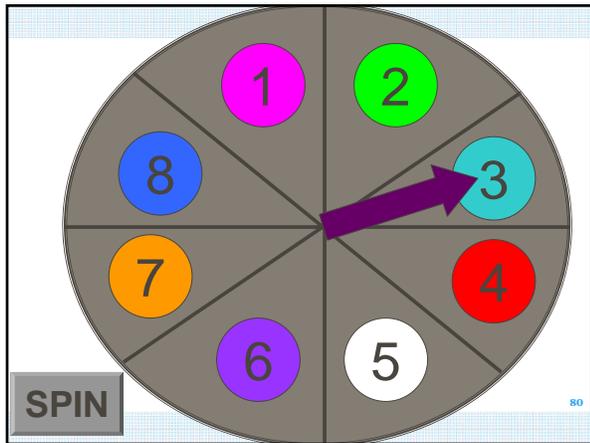
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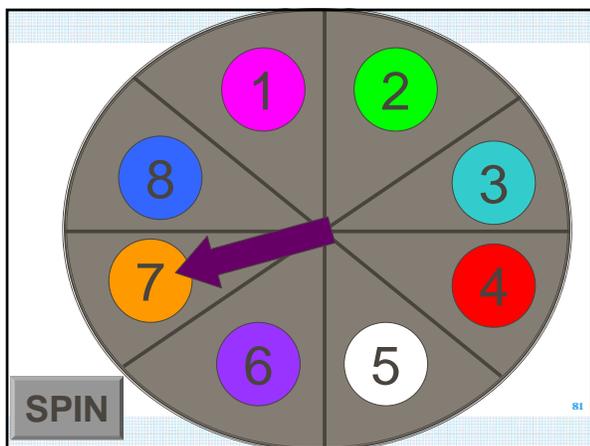
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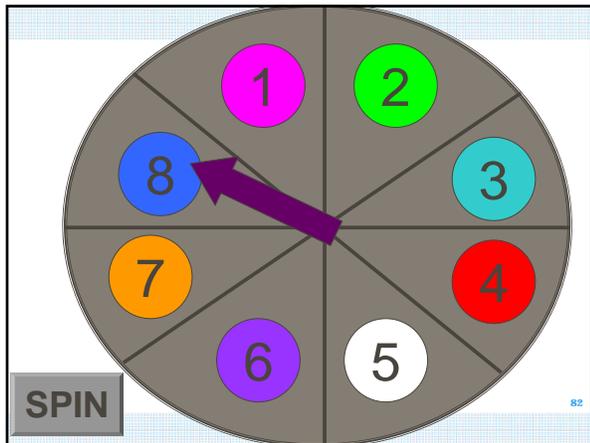
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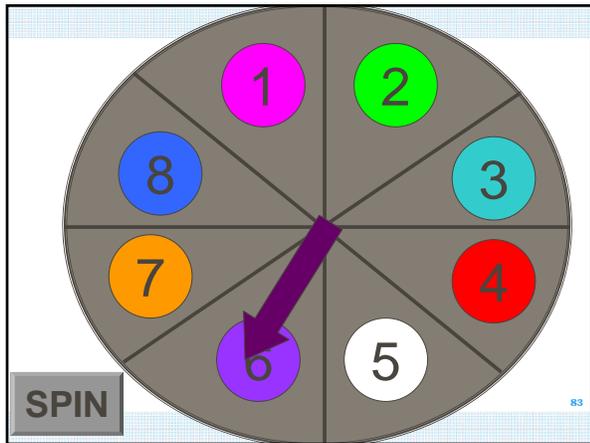
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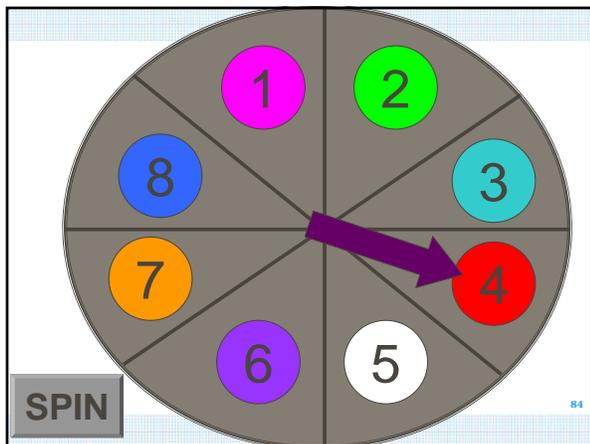
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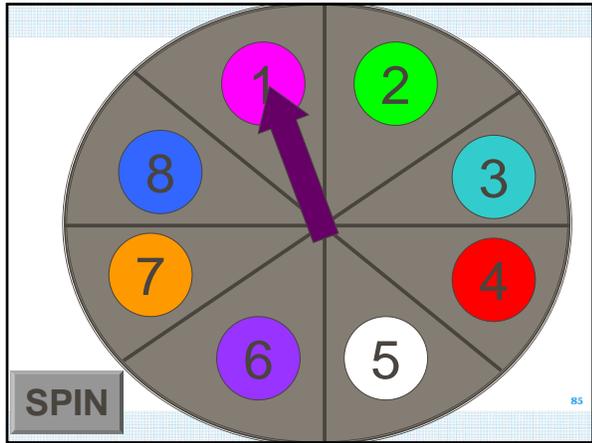
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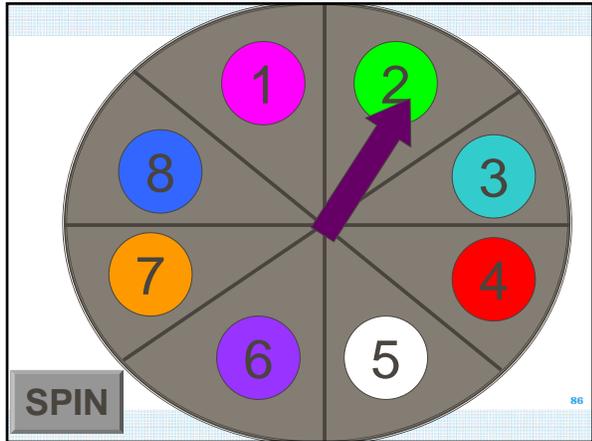
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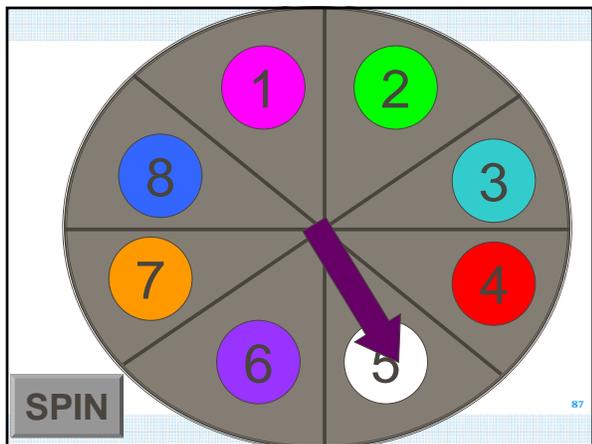
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**Review**

**• What are some factors that determine the intensity of your screening?**

- Amount of time volunteer is unsupervised
- Access to vulnerable populations
- Requirement to handle funds
- Requirement to operate a vehicle
- Level of physical risk to the volunteer
- Other

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**Step Four**

**Interview and match volunteers to the appropriate positions**



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**Do not ask questions unrelated to the requirements of the position!**

- |   |                         |
|---|-------------------------|
| • Age (unless related to position restrictions) | • National Origin       |
| • Birthplace                                    | • Religious Affiliation |
| • Height and Weight                             | • Race                  |
| • Marital Status                                | • Sexual Orientation    |

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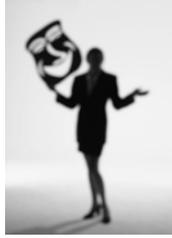
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Interviewing Role Play



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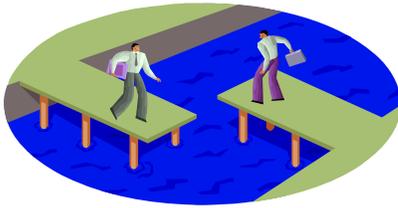
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What if there is a disconnect?



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Action Capture Sheet

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

**RECRUITING AND  
PLACING?**

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