



Recruiting, Retaining and Rewarding Volunteers

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HandsOn

TWIN CITIES



The Value of Volunteers

Involving Volunteers in Organizations

- A non-paid voice
- Extension of staff
- Quality added component
- Involving past clients
- Adding a diversity of knowledge, influence and impact
- Unbiased program evaluation
- Fund raising from the community

Why we Volunteer

- Gives satisfaction to life
- Gain self esteem
- Gain community awareness, understanding the needs
- Gain skills
- Share talents
- Better off physically
- Live longer lives



Success Components of Volunteer Management

- Needs Assessment
- Position Development
- Effective Recruitment Plan
- Interviewing & Matching
- Orientation & Training
- Supervision & Motivation
- Recognition
- Evaluation



Needs Assessment

- Assess the stability of the organization itself. The volunteer program cannot be healthier than the organization.
- What is the top management's receptivity to the volunteer program?
- How would you assess the following?
 - staff morale
 - value of contributions made by volunteers
 - perspective on the importance of volunteer work as an integral part of agency objectives
- What are the feelings of line staff about working with volunteers?
- Is there a specific, clear and concrete reward system for staff?
- Whose commitment is necessary to ensure success of the volunteer program?
- What attitudes and values are obstructing commitment to the volunteer program?



Position Description

Position Title: descriptive of the tasks.

Position Objective: why is the position necessary?

Responsibilities: what can the volunteer expect to do?

Qualifications: what kind of person do you need to fill the position?

Training & Preparation for Position: does your agency have on-going training?

Benefits: What can the potential applicant gain from being a volunteer in your agency?

Evaluation: who is responsible for the evaluation process?

Commitment: how much time is expected?

Success Measures: what does success look like for this volunteer position?

Supervisor: who will be responsible for the assigned work



Volunteer Motivations

The need for **Achievement**

Business like, strive for excellence, personal best, calculated risk takers, restless, innovative, will do what they say, task oriented, work well by themselves, love challenges, like to problem solve

The need for **Affiliation**

Enjoys mutual friendship, wants to be liked and accepted, strives for warm friendly relationships, interaction on a personal level, most happy in situations where there is a strong social component

The need for **Influence (Power)**

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

confidence in others

Effective Recruitment Plan



- Clear, well-developed position description
- Specific, targeted
- Clear statement of need
- Statement of benefits
- Recruitment year – round
- Appropriate audiences
- Variety of techniques
- Recruitment by invitation
- Understand personal motivation
- Enthusiasm

Effective Recruitment Plan: Questions

- What are the most interesting or enjoyable aspects of this position? Are there negatives to this position?
- Is the position attractive? If not, how could it be more appealing?
- Should current processes be adjusted to invite volunteer participation?
- Is there any need for clarification? Boundaries? Time commitment? Lines of reporting and scope of authority?
- What type of person would be best suited for this position?
- Who is the best person to do the recruiting?
- What methods would work to attract this volunteer?
- What are the benefits of this position to the volunteer?
- Where can you find such a person?



Orientation & Training

Definition of O & T

- Orientation: The process of preparing the volunteer for a clear relationship with the agency.
- Training: The process of preparing the volunteer to perform work for the agency.

Purposes of O & T

- An orientation to the cause: “Why should I volunteer here?”
- An orientation to the system: “How will I volunteer here?”
- An orientation to the people: “With whom will I volunteer?”
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Items to Cover:

- Description and history of the agency
- Description of programs and clientele
- How the agency relates to the community and to other organizations
- Sketch of the organizational chart and introduction of key staff
- Timeline of major events and activities
- Introduction to facilities, equipment, products, promotions, etc.
- Introduction of volunteer manual on policies
- Description of procedures, guidelines, rules, benefits, etc.
- Description of further training, interaction, support, etc.
- Orientation to individual volunteer position
- Opportunities for growth and development
- Reminder of vision of organization and how volunteers fit into the whole mission plus the importance of their contribution to its success





Supervision & Motivation: Responsibilities of Those Working With Volunteers

- Requesting Volunteers
 - Provide adequate lead time (for volunteer coordinator to recruit, interview, check references, background and schedule)
 - Use designated request form (if provided)
- Training
 - Ensure that each volunteer has a current position description
 - Give volunteer a sense of how and what s/he is doing fits into the big picture
 - Provide essential information on the department/program: policies and procedures
 - Provide appropriate agency clientele information to the volunteer
 - Provide program leadership
 - Provide appropriate equipment in good working condition and training in how to use it
 - Ensure that the volunteer knows emergency procedures (fire, weather)
 - Provide direction on special work assignments
- Supervision
 - Provide on-site direction and serve as a program resource
 - Involve volunteers in decisions about program changes that affect them
 - Accept volunteers right to say no
 - Provide volunteers with feedback: corrective and reinforcing
 - Redirect volunteers as needed
 - Let volunteers know when they are doing well
 - Documentation of Hours
 - Reinforce the importance of this process and ensure that any agreed upon information is provided in a timely manner
- Recognition
 - Ensure volunteers feel welcome
 - Show appreciation, both formally and informally
- Feedback
 - Complete supervisory feedback forms at program's end
 - Provide volunteer with feedback forms to evaluate their experience



Recognition

- Meaningful Work: position description
- Adequate Training: lead time, “big” picture view, policies and procedures are clear
- Nurturing Environment: program leadership
- Climate of Respect: boundary training, properly working equipment, place for belongings
- Opportunity to Change or Advance: involve volunteer in decision-making, motivations
- Meaningful System of Rewards: continual information – thanks
- Effective Communication Systems: hierarchy, concerns
- Formal/Informal Evaluation: reinforce the importance of their work, welcome their feedback, let them know their voice counts



Evaluation

Here is a sample list of questions that may be developed into an evaluation form for your volunteers. What other questions could you ask your volunteers?

- How do you feel about your experience as a volunteer?
- Do you feel that the training you received for your volunteer position was adequate? If not, please explain.
- Would on-going training sessions in your volunteer area be helpful to you? If so, what would you like to see covered?
- Is there adequate communication between you and the staff?
- Do you feel you were needed in your volunteer position?
- Would you like to expand or change your volunteer assignment? Within your present area? In another volunteer position?
- Is there anything we could do to improve the quality of your volunteer experience?
- Do you have any additional comments or constructive criticism?



Recommendations for Optimum Success

- Match the person with the position. We need to really listen to what the individual wants and not make assumptions by placing them in a position that does not fit their time and interests.
- Be honest in discussing the scope of the position and time required.
- Recognize that most volunteers today are interested in short-term projects. How can we make these positions manageable and attractive? Possibly - shared leadership or position sharing?
- Place a time commitment on positions so volunteers know the expectations. Determine a time frame for the individual at which time they can evaluate and recommit if interested. And if not interested, that they can leave the position knowing that they fulfilled their responsibility to it.
- Recognize that what motivated an individual to do a particular position may change over time – we need to provide a diversity of opportunities. New positions or expanded leadership opportunities can often bring new energy and enthusiasm to a tired volunteer. Rotation off of a position can often be gratefully received and renew energy.
- Recruit by invitation rather than by desperation. Individuals will often recoil at a desperate cry for help but will find the same position attractive if presented in a positive and attractive way.
- Design positions that are meaningful – not just because they have always been there. If the work is no longer relevant, it will not motivate.
- Look at each person within our “world” as a prospective volunteer and determine how their talents or gifts could contribute. The end result will be a far greater richness and diversity among our volunteers.
- Know that delegation is an art – that if we give a person responsibility, we must be willing to define the parameters, give the authority and then – let go!
- Understand that effective communication, follow-up support and clarity are the keys to a positive volunteer experience.
- Be sensitive to the personal wishes and needs of potential volunteers.
- Realize that recognition is what this process is all about. Recognition is not something we do, but rather something we are.