Objectives

- Understand the need to plan for managing volunteers.
- Understand the importance of volunteer job descriptions.
- Understand how to develop strategies for recruiting volunteers.
- Understand the need for orientating, training and evaluating volunteers.
- Understand how to develop strategies for recognizing volunteers.
Why utilize volunteers?

- Limited financial resources/staff
- Community engagement and support
- Specialized expertise
- Potential ambassadors for organization

Volunteer management cycle
Why is planning important?

- Volunteers are an asset/investment
- Competing or conflicting perspectives
- Respect for volunteers’ time

Volunteer Policies/Handbook

- Reflect organizational culture and values
- Govern operations and behavior
- Review employee policies
- Formalize decisions already made
- Pass on wisdom; prevent repeated mistakes
- Ensures continuity and improves compliance
- Minimize organizational risk
  - Signature page
- Connect volunteer program to organization mission
Volunteer job descriptions

Recruiting before designing jobs is rather like trying to dance before the music begins. The possibility of ending up out of step is very good indeed.

– Marlene Wilson

Volunteer job descriptions

- Identify an unmet need in your organization
- Required job skills
- Intangible attributes
- Keep it simple!
Volunteer Recruitment

“Recruitment is a constant, year-round process of keeping your organization’s name and its available volunteer opportunities in front of people.”

- Susan J. Ellis
  The Volunteer Recruitment Book

The best volunteer recruiters are...

- Satisfied
- Enthusiastic
- Articulate
- Connected with the person or group being recruited
Recruitment strategy

- Develop recruitment message
- Identify target audience
- Develop materials
- Identify effective media and distribution methods
- Recruitment committee

Why do people volunteer?

- Affinity for organization & mission
- Client relationships
- Application of skills
- Community development
- Social outlet
- Requirements
3 parts of a recruitment message

1. Statement of client need
2. How the volunteer can help
3. The benefits to the volunteer

Recruitment techniques to avoid

- “We’re desperate; anyone will do.”
- Cast your net and see who swims in.
- “We have lots of needs...HELP!”
- “I’m tired of doing it. Anyone else want to?”
4 aspects to consider

- Product
- Prospect
- Message
- Media

**Product**

- Identify
  - Volunteer opportunity descriptions
  - Fit with mission
  - Know market
  - Course of action
Prospects

- Who would/could do this job?
- Where will I find these people?
- When is the best time to locate them?
- Why would they want to volunteer with us?

Message

- Keep it simple
- Use your recruitment message
- Consistent with organization’s brand
- Include contact information
Media

- Word of Mouth – volunteers/staff/clients
- Volunteer Center
- Website
- News media – newspaper, radio
- Newsletters; church bulletins
- Networking with other organizations
- Community/Special Events

Recruitment barriers

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited time</td>
<td>Short-term, episodic positions</td>
</tr>
<tr>
<td>Related expenses</td>
<td>Stipends, travel reimbursement</td>
</tr>
<tr>
<td>Travel difficulties</td>
<td>Create positions that allow people to work from home</td>
</tr>
<tr>
<td>Need flexibility</td>
<td>Develop a volunteer “substitute” program</td>
</tr>
<tr>
<td>Type of client your organization serves</td>
<td>Develop recruitment strategies that target people likely to be interested in helping your clientele</td>
</tr>
</tbody>
</table>
Engaging youth volunteers

**Challenges**
- Age-appropriate activities
- More supervision
- May need more training
- Increased recordkeeping
- Less experience or judgment
- Work permits

**Benefits**
- Fresh perspective
- High energy
- Future volunteer base
- Future donor base
- Technical skills
- Open to new ideas
- Develops new skills

Volunteer placement

- Biggest factor in successful volunteer experience is appropriate placement based on interests and skills.
  - Gather information about volunteer
  - Identify how they might help
    - Match interests and skills
  - Assess risks
    - Check background as needed
  - Confirm placement
Volunteer application

**Screening**
- Skills & Education
- Interests
- Limitations
- Availability

**Demographics**
- Contact Information
- Background Check
  - DOB, driver’s license

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Why interview volunteers?

- Tell volunteer about organization, program, volunteer jobs and expectations
- Learn about volunteer’s expectations, interests, skills, motivation
- Determine organizational fit
- Determine preliminary placement
Screening and background checks

- Policies/requirements of organization
- Client population
- Level of supervision
- Level of risk
- What jobs need to be done

Orientation and training

Provides volunteers with:

- Knowledge of what your organization does in the community
- Understanding of how your organization carries out its mission
- Tools to minimize future problems
Responsibilities and Guidelines

- Include clear directives and expectations

  **Examples:**
  - Timeliness – who to notify and how
  - Time sheets – recording hours served
  - Injury reporting requirements
  - Dress code
  - Provide clear guidelines/safety

Orientation Checklist

- Timelines of major events/projects
- Organization specific information
- Outline of volunteer benefits
- Distribution of volunteer handbook
- Training schedule
- Tour of the facility
Why train volunteers?

- Provides access to tools and resources
- Demonstrates how things are done
- Clarifies organizational expectations
- Promotes adherence to best practices
- Builds a sense of teamwork

Supervising volunteers

- Supervisors must understand organization’s expectations
- Good supervisory skills apply to paid & unpaid staff
- Some unique aspects to volunteer supervision
Communications

- Volunteers should know who their point person is
- Keep your volunteers engaged
  - Different preferences: (e-mail, phone)
  - Make it part of your normal process

Recordkeeping

- Volunteer information helps in job placement
- Volunteer Recognition programs
- Program Evaluation
- Reference/Documentation
- Liability Claims
- Applying for grants
Volunteer Recognition

- Personal
  - Tailored to the individual

- Plentiful
  - Don’t wait

- Powerful
  - Recognize impact

Formal Recognition

- Receptions
- Awards, certificates, plaques, pins, dinners, receptions, etc.
- Scheduled event (annual, monthly)
- Public recognition
Formal Recognition

- Create a program and attach cost to each activity
- Build a budget to support it
- Create a program that matches your needs and organizational style

Barriers to Formal Recognition

- Volunteers say they don’t want recognition
  - Does not mean they don’t want to be noticed
  - Find out what motivate your volunteer

- Money/Resources
  - Can be limited
  - Can tap into existing resources
Informal Recognition

Constant sense of appreciation & belonging

- Treat volunteers with respect
- Allow volunteer to attend job-related training
- Recommend promotion to a more responsible job
- Celebrate their anniversaries, birthdays
- Involve volunteer in decision making processes

Benefits of recognition

- Increased retention
  - Volunteers spend time where they are valued

- Reinforce positive performance

- More efficient volunteer program
  - Less time on recruitment
Volunteer termination

- Be sure to develop job descriptions that have measurable outcomes and clear policies
- Be frank and up front
- Investigate any standards or codes of conduct that were not followed
- If possible, have a probation period

Any questions?

Thank you for your participation!