

# WELCOME



# The Keys

to effective volunteer management



# Agenda & Objectives

## Agenda

**9:15 to 9:30**

Meet and Greet

**9:30 to 10:30**

Keys to Effective Volunteer  
Management

**10:30 to 11:00**

Get Connected

**11:00 to 11:15**

Wrap up

## Objectives

- \* Review Readiness Factors
- \* Targeting Audiences
- \* Interviewing, Screening and Selecting Volunteers
- \* Overview of the Get Connected platform

# The Keys to Effective Volunteer Management

## Recruitment & Placement



## Organization-wide Clarity and Support



# 3 Readiness Factors

- \* Organization-wide Clarity and Support
- \* Systems and Processes in Place
- \* Volunteer Positions Defined



# Volunteer Engagement Assessment Tool



United  
Way



# Organization-wide Clarity and Support

- \* Why your organization seeks to involve volunteers? – your **philosophy**
- \* What goals does your organization have for volunteer engagement? – your **strategy**
- \* How important is volunteer engagement to your top executives and board? – your **leadership support**
- \* How welcoming will your organization be to volunteers? – your **organizational climate and culture**

# Articulating Your Organization's Philosophy

## Mission/Vision/Philosophy

Think about...

“Why does your organization need volunteers?”

(Questions 3 & 6)

# Philosophy on Utilization of Volunteers

## Example...

“The mission of the Volunteer Resource Center is to facilitate people’s active participation in making a measureable impact in our community.”



# Defining Volunteer Engagement Strategy and Goals

1. Are your volunteer roles aligned with your organizational priorities and investments?
2. Is your organization offering a range of volunteer roles that achieve results in your core areas?
3. Does your organization have a menu of options that appeal to an array of volunteers?  
(i.e. individual, group, corporate).

# Strengthening Staff Commitment and Competence for Volunteer Engagement

Volunteer management consultant and author Betty Stallings cites five essentials to building staff commitment to volunteer engagement:

1. Influence
2. Clarity
3. Appreciation
4. Mission/Vision
5. Competence

# Influence

Ensure your staff are actively involved in shaping volunteer engagement. Can do so by:

- \* **Opportunities to provide feedback**
- \* **Involvement in shaping volunteer roles**

# Clarity

Time invested in clarifying roles and relationships heads off difficulties. Some ways of doing this include:

- \* Developing written volunteer job descriptions.
- \* Making sure staff have a clear understanding of what is expected of them in the management of volunteers.
- \* Providing clear policies and procedures.

# Appreciation

While many organizations pay attention to volunteer recognition, they often ignore the opportunity to reinforce effective staff work through recognition.

- \* **Formal recognition** – consider recognizing the staff who partner with outstanding volunteers.
- \* **Informal recognition** – personal recognition via notes/emails, conversations and inclusion of positive feedback as part of employee performance evaluations.

# Mission / Vision

It's important to explicitly link volunteer engagement to your organizations mission and philosophy, so that staff see the connection.

# Competence

Even with buy-in, a staff member's enduring commitment to working with volunteers requires that s/he have the specific skills to be effective. This can be done through:

- \* **On the job learning** — through supervision, coaching
- \* **Self directed** — through e-learning (online courses, self study guides like this one), how to toolkits, books and videos
- \* **Formal classroom** — trainer led workshops and courses, non-credit and credit

# Staff Concerns & Solutions


Concern	Solutions
Time involved / Return on investment	Well-designed volunteer positions that consistently add value; ensuring that staff have skills in supervision; empowering skilled volunteers to work remotely and with minimal supervision.
Confidentiality	Effective screening, interviewing and placement of volunteers; clear policies and procedures regarding access to and sharing of confidential information.
Perceived inability to “fire” a volunteer	Effective outreach and interviewing to limit likelihood of poor performance; effective supervision and relationship management; policies that provide an option for formally acting when poor performance persists.
Volunteers as a threat to paid positions	Policy and practice of defining volunteer positions that are distinct from paid staff roles; recognizing and rewarding staff who are effective at volunteer engagement.



# Designing Volunteer Positions

Ensuring that your volunteer positions are well designed is a key factor in your ultimate success.

This can be done by understanding trends in volunteering that impact the kinds of volunteer positions you will want to offer.



Volunteer  
Opportunities

# Time Crunch

Volunteers have increasing demands on their time.

- \* Looking for short-term (episodic) volunteer opportunities.
- \* Most need more flexibility and find it difficult to commit to regular hours.
- \* Family and group volunteering are gaining in popularity.



# Expectations

- \* Volunteers want freedom to act more quickly and thus prefer smaller, locally controlled organizations.
- \* Volunteers expect challenging and interesting assignments, and to be treated professionally.
- \* People are interested in working for causes, not organizations.
- \* Highly skilled volunteers want to be engaged in work that utilizes their expertise and experience in effective and efficient ways.
- \* Many Millennials (and others) like virtual volunteering, working remotely, off-site.

# Diversity of Backgrounds

Volunteers are coming from a broader cross-section of our society.

- \* Growing number of professionals, youth, unemployed, ethnically diverse.
- \* Older Americans are increasing in numbers and volunteer in increasing percentages.
- \* Many look to volunteering for job experience, training, or as a re-entry experience.
- \* There are many people with professional skills available to nonprofit organizations.

# Expand Volunteer Roles

Ask yourself:

- \* What is on my plate that I don't have time to do?
- \* What additional work would we be doing if we weren't limited by our time and workload?
- \* Is there a project here that a team of volunteers could take on?
- \* Can it be assigned to someone who works independently, with minimal supervision? Maybe remotely?

# Writing Clear Position Descriptions

Key elements include:

- \* Title (hint: do not include the word volunteer in the title)
- \* Reports to
- \* Goal/Purpose and impact of the position
- \* Major Responsibilities
- \* Time Commitment
- \* Work Location
- \* Qualifications
- \* Training Provided
- \* Benefits to the Volunteer
- \* Date position was designed or updated



# Win-Win-Win Volunteer Recruitment

When you do outreach in a targeted way that attracts interest from individuals who truly are most likely to have the skills, availability, interest and commitment to do the job, you are not only increasing your organizations likelihood of success in engaging that volunteer, you're also increasing that individual's chances of finding a volunteer role that truly fits his or her wishes and goals.



# Targeting Volunteers

Before crafting your recruitment message consider taking time to think about what groups or companies have the skills and qualities you are looking for.

*(Target Recruitment Worksheet)*



# Crafting a Recruitment Message

The recruitment message should include three elements:

1. **Statement of Need** – not your organizations need, but the need of the community of individuals impacted by the volunteering.
2. **How the volunteer can help** – phrased to address the individual “You can help by...”
3. **Benefits** – of the position to the volunteer.

# Recruitment Message Example

## ***Special Olympics softball team:***

They have gloves, bats, and balls, but NO coach. **(statement of need)** Seventy-five boys and girls with Down Syndrome are waiting for a coach. Don't let them strike out. Join our Special Olympics Team! Call 1-800-Gold today! **(how volunteer can help)**. You'll never feel more appreciated (and you'll get some exercise, too!). **(benefits)**.

# Outreach

- \* Paper Communications – letters, press releases, flyers.
- \* Sharing your recruitment message electronically, in the form of email (with associations, groups, partner organizations, companies).
- \* Posting your message on your organizations Social Media outlets.
- \* Sharing pre-written posts with colleagues, current volunteers and friends; asking them to post and repost.
- \* Posting the volunteer position on websites, with a wide audience of prospective volunteers. (Get Connected)

# Interviewing, Screening and Selecting Volunteers

Taking the time to interview and screen volunteers enables you to determine:

- \* If the volunteer has the needed skills, experience, and motivation to do the job well.
- \* If the volunteer will fit into the culture of your organization.
- \* If the volunteer's motivational needs can be met.
- \* If your targeted recruitment efforts are attracting the best people for your organization and for available positions.

# Example Interview Questions

## Close-Ended Questions:

- \* Have you ever volunteered before?
- \* Do you enjoy working in groups?
- \* What are the available hours?

## Open-Ended Questions:

- \* What did you not like about...?
- \* How would you describe your ideal work setting?
- \* How will this volunteer position fit with other priorities?

# Selecting Volunteers

Now that you have interviewed and screened your candidates, you are ready to select the volunteer that fits best.



# Get Connected

Let United Way of York County help you

# GET CONNECTED

to volunteering in York County.



# Contact Information

Have questions?...

Zachary Reynolds

Volunteer Center Coordinator

Phone: (717) 771-3812

Email: [reynoldsz@unitedway-york.org](mailto:reynoldsz@unitedway-york.org)

