



COLLEGE OF HEALTH AND PUBLIC AFFAIRS
Department of Public Administration



Your Organization & Volunteers... Finding the Right Fit

Stephanie Loudermilk Krick

skrick@mail.ucf.edu

Phone: (407) 823-0661

Objectives

- Leadership Decision to Use Volunteers
 - Rationale for Decision
- Management Structure Supporting Volunteers
 - Job Descriptions & Policies
- Recruiting Volunteers
 - Overall Considerations of Recruitment
 - Techniques
 - Interview, Screening, Orientation
 - Motivators
- Evaluation and Recognition
 - Structure
- Risk Management



Definition of 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*

*Information adapted from *By the People: A History of Americans as Volunteers* by Susan Ellis and Katherine Noyes.



COLLEGE OF HEALTH AND PUBLIC AFFAIRS
Department of Public Administration



Fact or Myth?

Volunteers are free labor.



COLLEGE OF HEALTH AND PUBLIC AFFAIRS
Department of Public Administration



Myth!

What are the costs associated with having volunteers?



COLLEGE OF HEALTH AND PUBLIC AFFAIRS

Department of Public Administration



First Choice Reasons for Volunteers

1. *Volunteers have credibility because they are unsalaried.*
2. *Volunteers are usually considered “community representatives.”*
3. *Volunteers extend your sphere of influence and access to additional people, businesses, and organizations in the community.*



First Choice Reasons for Volunteers

4. *Volunteers bring the luxury of focus.*
5. *Volunteers are freer to criticize than are salaried staff.*
6. *Volunteers can approach assignments with less pressure and stress.*
7. *Volunteers allow you to spend every dollar you have and then do more.*



Basic Questions for Leaders of All Levels of Experience

- Why do we use volunteers?
- How do we currently use volunteers?

ACTIVITY #1



Planning the Volunteer Program

- Conduct a needs assessment – check to see if staff and board see volunteers as a valuable resource (Create a climate of agency readiness for volunteers)
- Write appropriate job descriptions
- Design policies covering involvement and risk management
- Include a budget for management and training

To be truly successful, a volunteer program needs to be part of an organization that supports volunteering and integrates volunteers into every facet of its planning and operation.



Developing a Job Description

- The essential building block of a successful volunteer program
 - it is the primary vehicle for :
 - Recruiting
 - Reassuring employees
 - Meeting organizational and client needs
- It is a planning tool to help volunteers understand:
 - the results to be accomplished
 - what tasks are involved
 - what skills are required
- Things to consider when developing the job description
 - *Leadership or Project Volunteer
 - *Volunteer position title
 - *Skill requirements
 - *Training and support plan
 - *Time commitment
 - *Outcomes/Goals
 - *Project description
 - *Primary responsibilities
 - *Contact person
 - *Benefits to the volunteer



Volunteer Policies

A volunteer policy will help to:

- Clarify roles and responsibilities
- Define lines of communication and accountability
- Ensure continuity
- Establish values and directions
- Formalize current practice
- Acknowledge volunteers' worth and contribution
- Develop volunteers' role within your organization

Policies thereby contribute to increased volunteer satisfaction and productiveness, and enhance volunteer retention



Some Internal Policies

- Application process
- Orientation and training
- Standards of conduct
- Tasks assignments
- Attendance and absenteeism
- Record keeping requirements
- Reimbursement for work-related expenses
- Use of agency equipment and facilities
- Confidentiality requirements

ACTIVITY #2



Recruitment...Overall Considerations

1. Know why people volunteer
2. Be Ready- *Before Recruitment Begins!*
3. Values Exchange –
 - Volunteer Recruiter / Manager must balance the needs of program with the needs of volunteer



Where to Find Volunteers

- Volunteer Centers
- Retired & Senior Volunteer programs
- School, college, & university service learning and community service programs
- Service Clubs (Kiwanis, Rotary, Altrusa)
- Corporate Volunteer Programs
- City Cares Programs
- AARP
- Volunteers Fairs
- Senior Centers / Retirement Homes
- Religious Groups
- Professional Orgs. (accountants, lawyers)
- Executive Service Corps for Management Volunteers
- Nat'l Retiree Volunteer Coalition
- Alumni Groups
- Sororities /Fraternities
- Stipended Programs
- Open Houses



Developing Strong and Diverse Support

- 1) Ask Them – *“You don’t get if you don’t ask.”*
 - Gallup Survey says that people are 3x’s as likely to volunteer if someone asks them...particularly someone they know.



Developing Strong and Diverse Support... Continued

- 2) Plan for cultural diversity
 - 1) In addition to ethnic, race, age, and economic diversity
 - 2) Also plan for diversity by including the following:
 - 1) Clients, families of clients, former clients
 - 2) People with disabilities
 - 3) Unemployed
 - 4) Ex-Clients
 - 5) Donors
 - 6) Interns
 - 7) Offenders Sentenced to Community Service



Developing Strong and Diverse Support... Continued

- 3) Plan for Diversity of Commitment
 - 1) Different times of day
 - 2) Short term / long term
 - 3) Workday / weekends
 - 4) Work that can be done in someone's home
- 4) Plan for Diversity of Special Volunteers Needs
 - 1) Child Care
 - 2) Transportation
 - 3) Parking



Recruitment Techniques

- Generic vs. Specific
- Use Your Volunteer Manager's Toolbox
 - Volunteer information package
 - Volunteer policies
 - Volunteer job description
 - Volunteer “contract”
- Offering the Opportunity:
 - Have current volunteers recruit
 - Contact volunteer centers
 - Flyers, brochures
 - Give speeches
 - PSA's
 - Classified Ads
 - Develop partnerships with other organizations
 - Schools
 - Religious groups



Recruitment Techniques to Avoid

- “First warm body through the door”
- “There’s nothing to it”
- “Alphabetical order”
- Guilt them into it!
 - AKA: *“If you don’t do this, you must really not like me very much.”*
- 1988, McCurley & Vineyard. 101 Recruitment Tips



Interview & Screening

- 1) Application
- 2) Interview
 - 1) Tailor depth of interview to risk of program
 - 2) Helps match volunteer to appropriate job
 - 4 motivators
 - Praise
 - Accomplishment
 - Affiliation
 - Power / Influence

Activity #3



Interview & Screening...continued

- 1) Reference Check
- 2) Background Checks
- 3) Rejecting Applicants



Orientation

- Once a volunteer has been accepted:
 - Have them sign a contract
 - Give volunteers informational packet
 - Keep orientation lively



Evaluation of Volunteers

- Performance evaluation
 - Develop a tool for evaluating each volunteer position
 - Explain in orientation the evaluation process
 - Each volunteer is evaluated on a regular schedule
 - Consequences for not meeting expectations
 - Feedback on performance
 - Develop a plan to address concerns



Risk Management

- Risk management is an orderly process that:
 - **identifies** and **evaluates** the potential organizational loss and
 - **selects** and **implements** methods to prevent or minimize such losses in ways that are consistent with the organization's mission and values.



Identifying Potential Losses

- Property losses,
- Liability issues,
- Losses resulting from job- or service-related injuries or disease,
- Losses from fraud, criminal acts, and employee dishonesty,
- Death or disability of key people,
- Board liability



Evaluating Potential Losses

- Estimate the frequency and severity of potential losses
 - Frequency = likelihood that a loss will occur
 - Severity = the size of the loss usually expressed in financial terms
- Decide on most appropriate techniques for handling the loss exposure



Risk Management Techniques

- *Avoidance*
- *Retention*
- *Noninsurance Transfers*
- *Loss Control*
- *Insurance*
- *Monitoring*

ACTIVITY #4



Retaining Volunteers

- Volunteers Have a Right To:
 - Be trusted with necessary confidential information
 - Be kept informed on what is happening in the organization
 - A job that is worthwhile and challenging
 - Expect that his/her tasks have been planned for
 - An assignment that will promote learning and growth
 - Orientation and training
 - Receive advice and support from a designated supervisor
 - Appropriate recognition even on a day-to-day basis
 - Be treated as a non-paid staff member



Recognition

- Follow AS AP rules
 - AS
 - As soon
 - As sincere
 - As specific
 - AP
 - As personal
 - As positive
 - As proactive

Remember...April is Volunteer Appreciation Month! Celebrate your volunteers!



Thank You for Coming

- **Questions and Discussion**
- **Additional Resources**
 - Connors, Tracy D. ed. (1995). *The Volunteer Management Handbook*. New York: John Wiley & Sons, Inc.
 - Connors, Tracy D. ed. (2001) *The Nonprofit Handbook: Management*. 3rd ed. New York: John Wiley & Sons, Inc.
 - Ott J. Steven (ed.). (2001). *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press.
 - Wolf, Thomas. (1999). *Managing A Nonprofit Organization in the Twenty-First Century*. New York: Simon & Schuster.

