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Your Organization & Volunteers... Finding the Right Fit

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Objectives

- Reasons to Use Volunteers
- Management Structure Supporting Volunteers
 - Job Descriptions & Policies
- Recruiting Volunteers
 - Overall Considerations of Recruitment
 - Tips/Techniques
 - Interview, Screening, Orientation
 - Motivators
- Evaluation
- Risk Management
- Recognition



Fact or Myth?

Volunteers are free labor.



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Myth!

What are the costs associated with having volunteers?



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Reasons for Using Volunteers

Volunteers...

- 1. have credibility because they are unsalaried*
- 2. are usually considered “community representatives”*
- 3. extend your sphere of influence and access*
- 4. bring the luxury of focus*
- 5. are freer to criticize than are salaried staff*
- 6. 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

- It is the primary vehicle for :
 - Recruiting
 - Reassuring employees
 - Ensuring organizational and client needs are met
- 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
- Create institutional memory
- Develop volunteers' role within your organization

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



Examples of Volunteer Policies

- Application process
- Orientation and training
- Standards of conduct
- Tasks assignments
- Attendance and absenteeism
- BRAINSTORM VOLUNTEER POLICIES

ACTIVITY #2



Recruitment

1. Overall Considerations

- Know why people volunteer
 - Why is it important to know this?
- Be Ready- *Before Recruitment Begins!*
- 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



Recruitment Tips

1. Just Ask – *“You don’t get if you don’t ask.”*
 - Have current volunteers recruit
2. Contact volunteer centers
3. Get the word out...
 - Flyers, brochures
 - Give speeches
 - PSA’s
 - Classified Ads
4. Develop partnerships with other organizations
 - Schools
 - Religious groups



Things to Plan for...

1. Plan for Cultural Diversity
2. Plan for Diversity of Commitment
3. Plan for Diversity of Special Volunteers Needs
4. Consider Special Projects
 - Orange County Jail
 - Quest



Recruitment Techniques

- Generic vs. Specific
- Use Your Volunteer Manager's Toolbox
 - Volunteer information package
 - Volunteer policies
 - Volunteer job description
 - Volunteer “contract”
- 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
 - Tailor depth of interview to risk of program
 - Helps match volunteer to appropriate job
- 3) Consider Volunteer Motivators
 - Accomplishment
 - Affiliation
 - Power / Influence
- 4) Reference Check
- 5) Background Checks
- 6) Rejecting Applicants

Activity #3



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.

