

IFEA Webinar Series

Keys to a Successful Volunteer Management Program

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Why do people volunteer?

- They were asked!
- They want to attend the event for FREE!
- They love the cool volunteer swag!
- They have a personal connection to your organization.
- They want to learn something new.
- They want to meet new people.
- They want to give back.



Why don't people volunteer?

From a **VolunteerMatch.org** blog post:

- I've never heard of you.
- I don't really understand what you do, or what you want me to do.
- I'm not sure my time and effort will really make a difference.
- I don't know anyone else who volunteers with you.
- I don't know how to sign up to volunteer with you.
- You haven't asked me.

First Key is Understanding Motivation

Harvard Psychologist, **Dr. David McClelland's Theory on Social Motivators** - Individuals have different priorities that fall into one of 3 categories - **Achievement, Influence, and Affiliation.**



Social Motivators

Achievement – Has a desire for excellence, wants to do a good job, needs a sense of accomplishment, wants to advance, desires feedback.

Influence - Likes to lead, enjoys giving advice, likes influencing an important project, enjoys job status, likes to have their ideas carried out.

Affiliation - Likes to be popular, wants to be well thought of, enjoys and wants interaction with others, dislikes being alone in work or play, likes to help, desires harmony.

The New Volunteer

- Works for many different organizations
- Tech savvy
- Wants to be empowered, not micro-managed
- Wants to make a difference, not just a contribution



The Volunteer Management Cycle



Second Key - Focus on Mission to Establish Policies and Procedures

- Assessing organizational needs
- Assessing each volunteer's needs and motivations
- Establishing a strong communication process between volunteers and volunteer managers
- It's all about building a strong RELATIONSHIP!

Creative Volunteer Job Descriptions

- Use strategically designed position descriptions. Ensure the positions meet the organization's needs. Ensure the positions maximize the use of volunteers time and talents.

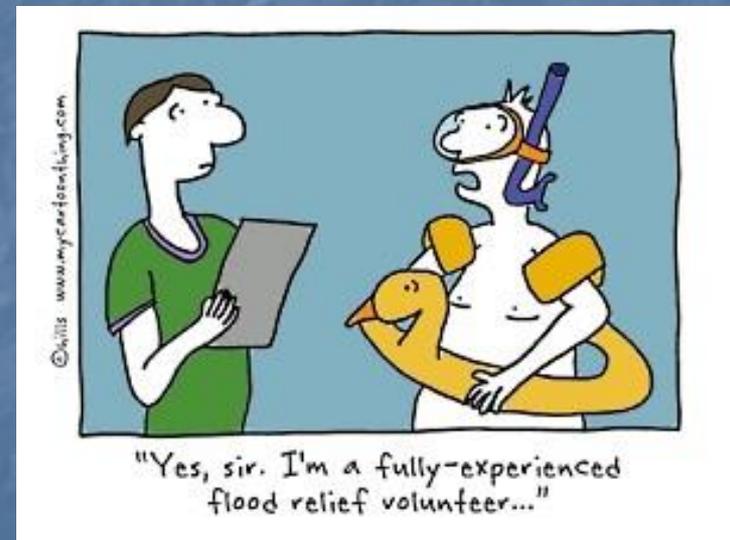
- Tip for writing position descriptions:

Create jobs that only last one day

Create jobs that can be done remotely

Create jobs that can be done outside of peak work hours

Create jobs that can be done in teams



Third Key - Recruitment

- Recruitment is not about persuasion, it's about showing them **how** they can do something that they **already want to do**.
- Design a communications strategy that will reach your target audiences. What to include: Events are FUN! That you need their knowledge, skills, and talents in order to be successful! Free food & tickets!

Where will you find people with those skills?

How will you reach out to them?

Recruitment Sources

- Recruitment sources: local volunteer organizations, school service clubs, civic clubs, sports organizations
- Underutilized volunteer pools for events: employees of your sponsors, visitors, families with children, military, people fulfilling community service hours
- Online: Craig's List, Facebook, Volunteermatch.org, Idealist.org
- Visitors to your website – add a button on your home page that leads to a volunteer application
- Sharing with your fellow event peers!



Fourth Key – Interviewing and Placement

- Create an easy to use (electronic) volunteer application
- Friendly, welcoming interview
- Background checks / references
- Matchmaking – right skill set to right job
- Developing a Volunteer Agreement which is signed by both parties
- Retention begins with the Recruitment and Orientation process. Are you matching people effectively, are you welcoming them, are you allocating resources for their training, care, and acknowledgement?



If so – you'll be successful!

Orientation and Training

- Orientation helps the volunteer answer three questions: Why should I help here? What will I do? How does the work I do make a difference?
- Job training on the specific skills required. It should be relevant, hands on, and personalized.
- Include materials for volunteers to review later.
- Continuing education on site the day of your event to accommodate any changes



Fifth Key – Management and Communication

- Supervisors should be easily identifiable – different color shirts, nametags, specific radio channels, or specific locations on site where they will be located.
- Make two-way communication easy. Managers should ask leading questions, and ask for feedback.
- Nurture your volunteers. Take care of them. Smile at them. Feed them. Provide them a place to get out of the sun and relax. Make sure they drink water.

Sixth Key – Retention

Volunteers stay if:

- Their tasks are clear
- The work was interesting or rewarding
- They developed new relationships
- They saw the results of their efforts
- They were able to do what they do best



Number one reason why volunteers leave –

The organization did not respect their time

Measuring the Return on Investment (ROI) for a Volunteer's Time

- Latest data at independentsector.org (2016) a volunteer hour is worth **\$24.14**
- How to calculate ROI
- Other ways to add value to the equation – the value in dollars for a professional to perform the services of a volunteer
- Adding in the impact of a volunteer's donation of cash and other in-kind services to your event
- Adding in the value to the community in dollars saved as a result of the volunteer's work

Seventh Key - Recognition

- Share with the volunteers how much their time is worth!
- Share with the community how much their efforts matter!
- Send personalized letters to their employers, schools, and families!
- Honor them publicly at the event!
- Thanking them personally – with notes, on site, following the event, on their anniversaries, and at special parties and celebrations in their honor!



Eighth Key - Evaluation

- How do you measure success? Numbers served? Dollars raised?
- Are there areas of your event that need to be updated? Job descriptions that need to be refreshed? New issues that need to be brainstormed?
- Schedule a face-to-face meeting and provide written feedback on their job performance. Show them how they move to higher levels of engagement.
- Ask them to provide feedback on the event staff, on the tasks assigned, on other volunteers, and on the event's policies and procedures.



**Mission / Policies
and Procedures**

Recruitment

**Matchmaking
Orientation
Training**

**Management
Communication**

**Retention
Recognition
Evaluation**