

Volunteer Management for the Twenty- first Century



**presented by
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Toward a New Paradigm

Old Paradigm	New Paradigm
Volunteer Management	Partner Engagement
Recruitment	Cultivating Relationships
The Right Person for the Job	The Right Job for the Person
Supervision	Leadership
Placement	Consultation
Retention	Serial Involvement
The HR Model	The Model of Leisure

Notes:

Job Design Implications:

1. Jobs volunteers want to do.
2. Jobs with an end-point.
3. Jobs without a lot of structure.
4. Jobs the volunteer controls.
5. Jobs the volunteer can grow from.
6. Jobs that are fun.
7. Jobs that aren't 'jobs.'

Interviewing and Placement

Sample Questions:

1. In your previous work, when did you feel most proud and engaged?
2. In your life, what brings you the most joy (at home, work, school, play)?
3. What would you say you are really good at doing?
4. What is your favorite leisure time activity?
5. What have you always wanted to learn to do?
6. What works best in your life?
7. Describe your ideal job.
8. Describe a work situation in which you would flourish.

Other questions to get at what volunteers really want to do:

Volunteer Motivations



People volunteer their time for a variety of legitimate reasons. Usually, they do so for a combination of factors. Some jobs attract people with certain motivations more than others. Below are some common volunteer motivations:

- To get out of the house or escape boredom
- To meet new people or make new friends
- To establish a track record to get a new job
- To try out a new career
- To help solve a community problem
- To pay back
- To assuage guilt
- To get recognition
- To impress employer
- To make contacts among community leaders
- To gain prestige
- To be in charge of something
- To feel useful
- To learn something new
- To build self-esteem
- To do something different
- To rebuild an old skill
- To help another person
- To be with friends who volunteer
- To be part of a prestigious group
- To spend 'quality time' with family by volunteering together
- To make a transition to a new life
- To gain respect
- To meet potential employers
- To make business contacts
- To learn about a community problem
- To gain status
- To express a religious belief or fulfill a moral duty
- To have fun
- To contribute to a cause

Recruiting Volunteers Note Sheet

Definition of Recruitment:

By targeting the message, we speak to a person's

- Hopes
- Fears
- Dreams
- Desires
- Concerns
- Wishes
- Wants
- Needs
- Aspirations

Advertising elements

1. Target audience
2. Motivational theme
3. Spokesperson or thing

Targeted Recruitment Steps

- 1. What is the job that needs to be done?**
- 2. Who would *want* to do that?**
- 3. What do they do instead?**
- 4. Where can we find them?**
- 5. How will we communicate with them?**
- 6. What motivations are likely to move them to action?**
- 7. What will we say to them?**
- 8. Who will do it?**
- 9. Close the deal.**

Some Recruitment Methods

1. Posters
2. Speaking to groups
3. Articles in a group's newsletter
4. Booths at events or locations frequented by the target group
5. Brochures
6. Letters
7. Newspaper advertisements
8. Public interest stories in local media
9. Brochures
10. Door to door
11. Community meetings
12. Volunteer Centers
13. Internet sites

Recruiting for Diversity: A Targeted Approach

1. Select specific target groups within the community. The more specifically the group can be defined, the more effective your campaign is likely to be. Examples of specific groups include, teenage black males, single Cuban women, retired Jamaican teachers. Each of these target groups may respond to a different recruitment message.
2. Determine where members of the target group can be found. What do they do instead of volunteering for your program? Are there businesses they patronize? Are there neighborhoods they live in? Are there clubs they belong to? Are there particular radio stations they listen to or newspapers they read? The answers to these and similar questions will help you determine where to concentrate your recruitment efforts and what means of communication you use.
3. Decide what medium of communication to use. Should we make a speech, put articles in the paper, hand out brochures, set up a booth, go door to door, hang up posters, or run public service announcements on the radio? This decision will be strongly influenced by your answers to the questions in item two. For example, if you determined that your target group frequents a certain club, you could arrange to speak to that club.
4. Identify some of the strong motivational needs of the target group. These might include needs such as belonging, power, respect, independence, or fame. Ask yourself, what the concerns of the group are. What are they upset about? What do they value? What causes them to take action? Some of these needs may be universal, and some may be specifically strong in that target group. If you are not sure what these needs are, consult with members of the group.
5. Determine what to say to them. How will you craft your message to speak to the motivational needs of your target group. What kind of statement of need will they likely respond to? What kind of job would they like to do? What kind of volunteer benefits would appeal to them? What fears will you need to address?
6. Once you have crafted your message, test it on a small group of representatives of the target group and incorporate their suggestions.
7. If possible, select someone to carry the message or act as a spokesperson to whom the target group can relate.

Self-esteem Note Page

Factors Enhancing Self-esteem

1.

2.

3.

4.

Why people rarely feel high self-esteem:

Creating Connectedness

Here are some strategies, requiring vastly different amounts of effort, to create a feeling of connectedness in your people.

1. Implement your people's suggestions for improving the way you do things. Nothing you do builds more sense of identification, pride, and importance.
2. Refer to all paid and volunteer staff as team members.
3. Call people by name. The most important single connector is knowing the person's name.
4. Make sure people know the common purpose or mission and see how their work contributes to achieving that goal.
5. Reinforce the values of the organization. Create a sense of "That's the way we do things."
6. Give people input in decision-making.
7. Share information and plans freely. Secrets are the bricks in the walls between people.
8. Invite employees and volunteers to social activities.
9. Send them birthday and anniversary cards.
10. Prepare the group for new members. Tell each three things they can talk to the new member about and provide social time to do so.
11. Run articles by group members in the newsletter, especially essays in which they tell why they are proud to be part of the program.
12. Listen. Try your best to understand each volunteer's point of view and to communicate that understanding.
13. Be the first to say hello. It cheers you up and sets the tone that people care about each other here.
14. Make the success of one the success of all.
15. Distribute pins, badges, or other items that identify the individual as a member of the program.

Recognition Rules

- 1. Give it or else.**
- 2. Give it frequently.**
- 3. Use a variety of methods.**
- 4. It must be honest.**
- 5. It should be specific in describing the person's behavior.**
- 6. It should be appropriate to the achievement.**
- 7. It should be consistent.**
- 8. It must be timely.**
- 9. It should be individualized as much as possible.**
- 10. Pay attention to what you want more of.**

Methods of Recognition

Daily Means of Providing Recognition

- Saying "Thank you"
- Telling them they did a good job.
- Suggesting they join you for coffee
- Asking for their opinions
- Greeting them when they come in in the morning
- Showing interest in their personal interests
- Smiling when you see them
- Bragging about them to your boss (in their presence)
- Jotting small thank you notes to them
- Having a refreshment with them at the end of the work day
- Saying something positive about their personal qualities

Intermediate Means of Providing Recognition

- Taking them to lunch
- Provide food at staff meetings
- Letting them put their names on the products they produce
- Writing them a letter of commendation
- Nominating them for employee of the month
- Posting graphic displays showing progress toward targets
- Mentioning major contributors by name in your status reports to upper management
- Having them present their ideas to higher-ups
- Giving permission to go to a seminar, convention, or professional meeting at the organization's expense.
- Writing articles about their performance for newsletters or newspapers
- Having them present a training session to others
- Decorating their work area on their birthday
- Having your boss write them a letter of thanks
- Having them represent you at important meetings, authorized to speak for you
- Putting their picture on the bulletin board with news of their accomplishments
- Cutting out articles and cartoons they would find interesting

Major Means of Providing Recognition

- Having a party in their honor to celebrate a major achievement
- Make special caps, shirts, belt-buckles or pins honoring the group
- Encourage them to write an article about some work accomplishment
- Giving a plaque, certificate, or trophy to for best employee, best crew, most improved etc.
- Tuition assistance
- Buying them good equipment
- Getting their picture in the paper for outstanding accomplishment
- Giving additional responsibilities
- Giving them a new title
- Put up a banner celebrating major accomplishments
- Honoring them for years of service to the organization
- Giving them a bigger work area
- Giving them a raise.

Building Uniqueness

One of the underpinnings of self-esteem is that people feel they have a unique combination of strengths, weaknesses, traits, style, attributes that makes them uniquely who they are. This sense of positive uniqueness, of being special, is part of feeling good about yourself. Managers who enhance this sense of uniqueness in others contribute to a positive climate. Below are some strategies for doing so:

1. Communicate acceptance. When volunteers do things that are unacceptable, concentrate on the act, not on the person. Let people know that it is okay if their opinions differ from others in the group. Get the group to understand that the differences of perspective are a strength, not a weakness of the group.
2. Validate the individual. Point out and praise positive qualities the individual portrays. Point out that which makes the person special.
3. Allow volunteers to do things their own way as much as possible. Obviously there are limits to this.
4. Promote the volunteer's growth. Help them learn new and better ways of doing things. Help them master new abilities and acquire new bodies of knowledge.
5. Encourage people to express themselves. A positive organizational climate is one in which people feel they can be themselves.
6. Work with the group to help them listen to each other and to appreciate each other's unique backgrounds and perspectives. This makes it safe for people to be themselves.
7. Match volunteers to jobs in which they can pursue their strengths and special interests.
8. Praise people for their unique contributions to the organization. And individualize the expression of appreciation as much as possible.
9. Listen to the volunteers. When they tell you something, see if you can state their position in your own words. If they agree you have understood them, you can then, and only then, make your own points.
10. Stress the unique qualities of the team. Help volunteers balance their own instincts with a strong sense of 'the way we do things.'

Personal Power

The third characteristic of people with high self-esteem is a sense of personal power. Here are some practical actions managers can take to increase their people's sense of being in control and being effective.

1. Define your people's work in terms of results. Give them the sense of being "in charge" of accomplishing these results
2. Ask them for recommendations as to how they will achieve those results (rather than telling them what to do).
3. Ask empowering questions, as explained in the seminar.
4. Have them speak on behalf of the organization.
5. When things go badly, focus them on what they can do next. If you talk about the past at all, do so in the context of what they can learn from it and on what they will do differently next time.
6. Involve them in creating a vision of the desired future.
7. Connect their work to the mission of the organization. When you talk to them about what they do, talk about it in the context of the purpose of the organization so they can have a sense of making an important difference. A feeling of helping fulfill the cause of the organization is one of the most important long-term motivations.
8. Give them feedback on how well they are achieving their results, so they can feel effective.
9. Ask for their opinions on the issues facing the organization.
10. Ask for their ideas about how things might be improved.

Management Questions

Planning Questions

What is the purpose of our work?
What obstacles do we face in achieving that purpose?
What resources do we have available to help us achieve our purpose?
What strategies can we employ to overcome our major obstacles?
What new developments and trends affect us?
How can we take advantage of those developments and trends?
If we were to start the project all over again from scratch, what would we do differently?
What problems are looming?
What opportunities are presenting themselves?
Based on all this, what should be trying to accomplish?
What should our goals be for the forthcoming period?
When can you have your plan for achieving these goals to me?
When can you have this finished?
How will you measure your success?
What is your timetable?
What do you think you can accomplish this month?
What can you do today to make progress toward your goals?
What can you do today that will make the most difference?

Empowering Questions

What do you need to do your job better?
Would you like some increased responsibility?
What can you learn from this to help you in the future?
What is your analysis of why this problem exists?
What alternatives do you see?
What are the strengths and weaknesses of those alternatives?
Is there a more productive way to look at this situation?
What is your recommendation?
What can you do to get back on target?
What one small step will start to make this situation better?
What do you wish would happen?
What could you do to make those wishes a reality?
How could you get closer to the desired situation than you are today?

Evaluation Questions

How would you evaluate your performance?
Are you on-target or off?
What went wrong?
What can you learn from this setback to be stronger in the future?
Why did you do it so well?
What are some better ways of doing your job?

Questions for Self

Do my people know what they're supposed to accomplish?
Do they have sufficient authority to accomplish it?
Do I and they know if they are succeeding or not?
Do they have the skills and knowledge necessary to succeed?
Are things organized so that their responsibilities are clear?
How long has it been since I gave each of them any recognition for their contributions?