Managing Volunteers in the Non-Profit Sphere

Get Into Groups!

1) EPIC, Peaces of Me, We Are Queens
2) Beans Coffee House, ZRHBCO
3) Baltimore Tool Bank, Upendo
4) Newark Partnership ,CCI
5) Money School, Delaware Downs
6) Live & Lead ,P4H

Active Citizen Continuum

Central Michigan University

Member

Not concerned with their role in social problems.

Volunteer

Well-intentioned but not well-educated about social issues.

Conscientious Citizen

Concerned with discovering root causes; asks why?

Active Citizen

Community becomes a priority in values and life choices.

Group Questions

- On a scale of 1-5, how important is it to you that your company is socially conscious and have opportunities in community engagement?

- Where are you on the Active Citizen Continuum?

- How do we change irregular commitment?

What is the purpose of volunteers?

- Backbone of nonprofits
- Volunteer Management → professional specialty
- 1 Volunteer Hour = $24.14
- Grants
- Community Involvement

Types of Volunteers

Spot Volunteers	Participate casually, usually on one occasion ex) park clean up
Episodic Volunteers	Participate on one/multiple occasions for brief periods of time ex) food distribution during holiday season
Regular Volunteers	Serve essentially as unpaid staff, performing duties specified in job descriptions and requiring specialized skills ex) tutoring children once/twice a week on an ongoing basis, firefighter volunteers
Encouraged/ Mandated Volunteers	Participate primarily because service is encouraged or required, often by an employer, educational program, or court, but may also find their volunteer activity to be rewarding
Virtual Volunteers	Serve an organization from afar, usually via electronic technology

Potential Problems

How do I acquire volunteers?

- What motivates them to volunteer?
- What motivates them to perform high and continue to volunteer?

What does a volunteer program look like?

- Assess need
- Volunteer Program Structure
- Volunteer Job Descriptions
- Volunteer Policies
- Budget & Personnel
- Recruitment
- Orientation
- Goals

How do I acquire volunteers?

Appealing to Motivations

WHY do I volunteer?
- Motivated by the mission
- Desire to advance a cause
- Repay for a service/benefit
- Altruism
- Benefits that they receive
- Resume-Building

…a lot of reasons! Volunteer managers must keep this in mind to create an attractive and engaging volunteer program.

How do I acquire volunteers?

Motivating to perform high and to continue volunteering

What keeps people volunteering?
- Desire to serve mission
- Positive relationships
- Rewarding
- Learn new skills
- AUTONOMY!

Volunteer Program Practices

Do we need volunteers?

- Think about the type of volunteers you will require
  - Spot volunteers? No need to establish a program
- Unsupported volunteers = dissatisfaction, high turnover
  - Think about investing into a volunteer manager position
- Before you recruit volunteers, what is the purpose of volunteers?
- Job descriptions
  - Avoid overlap with paid staff and volunteer staff duties
- Questions to consider?
  - What is someone doing once a week or periodically rather than daily or on an inflexible schedule?
  - What is someone doing that really does not require his/her specialized training?
  - What is someone doing that might be done more effectively by someone else with special training in that skill?

Volunteer Program Practices

How is the program structured?

Decentralized Approach

- Volunteers based in specific programs
- Leaders supervise
- Allows for match of interests and skills
- Limitation in organization flexibility due to specificity

Centralized Approach

- Single department/office manages volunteers
- Allows for volunteer screening
- Performance, quality, safety monitoring
- Department will require maintenance and support

Volunteer Program Practices

What is their job description?

- Useful for ongoing roles
- Establish defined roles and expectations
- Should provide information regarding training and nonfinancial compensation

Volunteer Program Practices

What should formal policies be?

- Explicit regarding rules, expectations, standards
- Allows for risk management
  - Important if volunteers will be in contact with potentially dangerous clients such as in the healthcare system

[Company Name] encourages employees to become involved in their communities, lending their voluntary support to programs that positively impact the quality of life within these communities.

The following guidelines are for [Company Name]'s employees who serve as volunteers in 501(c)(3) non-profit community programs that are either of personal interest or are corporate-sponsored initiatives.

Volunteer Time

Employees to take up to [number of hours] hours of paid time off each month to participate in their specific volunteer program.

Volunteer time must be requested in advance and when possible, should be regular and on a set schedule to help with the coordination of other work-related responsibilities.

Volunteer time should not conflict with the peak work schedule and other work-related responsibilities, create need for overtime or cause conflicts with other employees' schedules.

Eligibility

All full-time employees are eligible.

Interested employees should have expected performance or above.

Interested employees should meet with their managers to discuss their volunteer choice, schedule and to receive approval.

Volunteer Program Practices

Do I have the budget and personnel to manage a volunteer program?

- Assets such as books, computers, tools, transportation, supervision contribute to the success of of a volunteer program
- Volunteer manager must maintain an overall view of volunteers' involvement and performance

Volunteer Program Practices

How should volunteers be recruited and hired?

- Hire as if they were paid
- Selectively is important in hiring volunteers for particular skills
- Selectivity in hiring makes the program more attractive for more qualified individuals
- Interviews, Background checks
- Continuity

Volunteer Program Practices

How should they be trained and oriented?

- Orientation should include:
  - Organization introduction
  - Discussion of mission, values, culture
  - Clarify relationship between volunteers and paid staff and expectations

Volunteer Program Practices

How should I set goals, evaluate performance, and recognize achievement?

- Evaluate as if they are staff
- Treat with respect in review, especially if the volunteer is a donor
- Recognition can serve as compensation
- Donation of Time is as important as Donation of Funds

Case Study Example: SOS Advocate at UD

UD Example: SOS Advocate

https://sites.udel.edu/sos/join-s-o-s/