

The slide features five light blue circles of varying sizes and styles. Two are solid, and three are hollow outlines. They are arranged in a pattern around the text: one large hollow circle behind 'Volunteer', one large solid circle behind 'Management', one large hollow circle behind 'The Essentials', one large solid circle behind 'Rehabilitation & Transition Conference', and one large hollow circle behind 'April 3, 2009'.

# Volunteer Management

## *The Essentials*

Rehabilitation & Transition Conference

April 3, 2009

Bonnie Andrews



*Far and away  
the best prize that life offers  
is the chance to work hard  
at work worth doing.*

Theodore Roosevelt

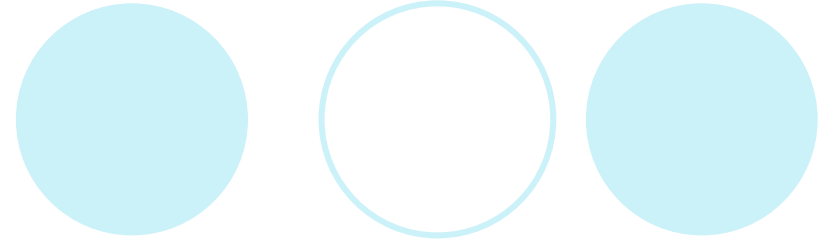


# Ten Keys

## To Effective Volunteer Engagement

- Points of Light Institute
- Susan Ellis – Vol. Management Audit
- Personal experience and best practices

# Who Volunteers?



- \_\_\_\_\_ % of US Population
- \_\_\_\_\_ % in Wisconsin
- \_\_\_\_\_ % in Milwaukee

# Volunteer Demographics



- Gender
- Education
- Age
  - 16-24
  - 25-34
  - 35-44
  - 45-54
  - 55-64
  - 65+

# 1. Shared Values



- Know the purpose for volunteers
- Everything is tied to mission
- Positive attitude and culture
- Examine individual beliefs

## 2. Leadership with Management

- Support from Board and ED
- Budget
- One primary leader
- Obstacles are opportunities, not excuses

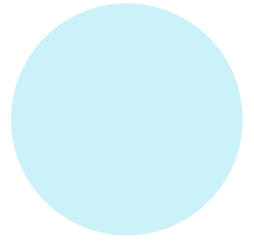
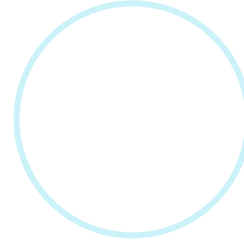
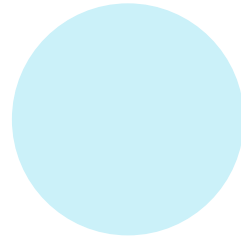
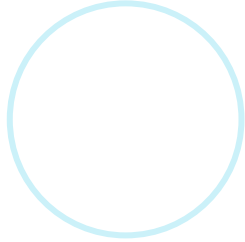
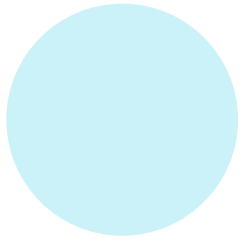


*Recruiting volunteers  
before designing volunteer positions  
is like trying to dance  
before the music begins -  
you'll probably be out of step.*

### 3. A Solid Foundation



- Written policies
  - Define ***volunteer***
  - Rights and responsibilities
  - Confidentiality
  - Interaction with participants
  - Dress code
  - Health screening



- Written procedures
  - Who does what . . . and when
- Employees are trained
  - Supervision
  - Information on volunteers
- [www.casenet.com](http://www.casenet.com) (program management/  
volunteer management)

## 4. Position Descriptions



- Written position descriptions
  - Update regularly
- Positions for different skills
- Positions in different areas/departments

## 5. Recruitment Strategies



Recruitment is a process to attract and invite people to consider volunteer involvement in your organization.

# A Marketing Approach



- A trade of value for value
  - What do I need?
  - What will I give in exchange?
- Social Exchange Theory
  - We think about relationships in economic terms, tallying costs and rewards

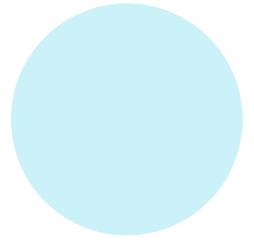
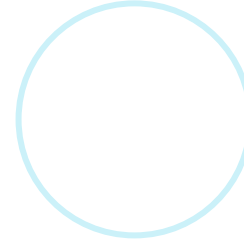
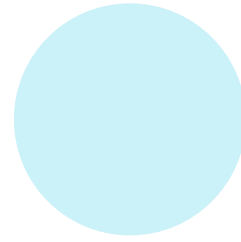
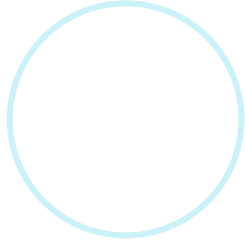
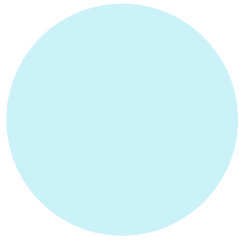
# Recruitment Steps



- What needs to be done?
  - What is your “product”
  - Who benefits
- Who could do it?
  - Your “public”



- Why should they volunteer?
  - Volunteer motivation – McClelland
  - Achievement, Influence, Affiliation
  - Overcome the obstacles
- Where are the volunteers?
- How will you attract them?



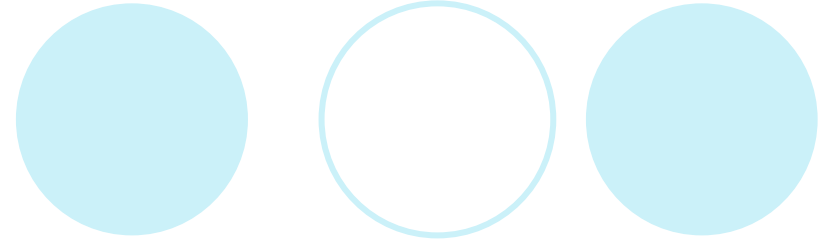
- Your Message
  - Create a picture - attraction and honesty
  - Avoid “we need”
  - Know what you are *selling*
- Message Elements
  - Motivational appeal
  - Task and who is served
  - Details with contact info



*About 45% of the people  
who volunteer become involved  
after being asked,  
most often  
by someone in the organization.*

2007 BLS Report

## 6. The Process



- Application
- Interview
- Screening and matching
- Background and reference
  - [www.courts.state.wi.us](http://www.courts.state.wi.us)
  - [www.doj.state.wi.us](http://www.doj.state.wi.us)

# 7. Volunteers are Equipped

- Orientation
- Ongoing training
- Staff meetings and in-service
- Ongoing communication

## 8. Staff and Volunteer Relationships

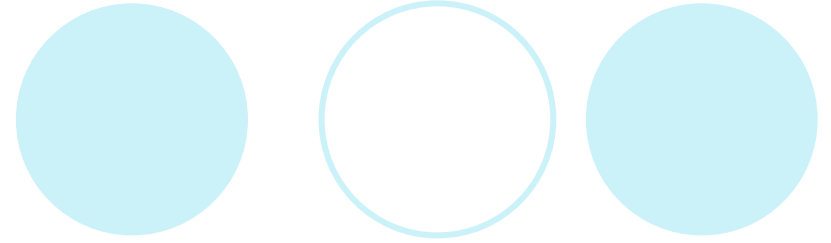
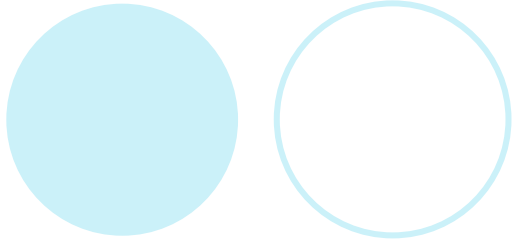
- *Staff must see volunteers as strengthening their capability and control, not stretching it thinner.* Ivan Scheier
- Recognition for staff
- Understand the barriers
- Supervision and evaluation
- Communication!



## 9. Volunteers are Valued

*More volunteers are lost through poor volunteer management practices than through changing personal or family needs.*

UPS Volunteer Study



## Retention Increases:

- When volunteers are recognized
- When volunteers are given training and professional development
- When volunteers are screened for a suitable opportunity

Urban Institute Study - 2004



## Volunteers leave because:

- Reality doesn't match expectation
- They're treated like an outsider
- Too much *waiting* not enough *doing*
- Don't feel recognized or appreciated
- Can't see their impact
- It stopped being fun

# 10. We Learn, Grow and Change

- Evaluation and improvement
- Organization is interested in change
- Attend training
- Networking groups



# Trends

- The “O” Factor
- The Economy
- Tag Team, Projects and Other Models
- Technology
- Baby Boomers and Young Professionals
- What Else?



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