

## **Designing & Managing Successful Volunteer Committees**

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# Diverse Volunteer Roles

	One-time	Occasional	Short-term	Ongoing
Direct Client Service				
Indirect Client Service				
Advocacy				
Administrative Support				
Technical				
Managerial, Professional				
Organizational Governance				



# Why do you serve





## Why do people join boards and committees?



- Increase or maintain skills
- Experience challenging situations
- Utilize their originality and creativity
- Support causes they believe in
- Make decisions that influence direction of organization
- Assume leadership role
- Receive approval, respect for work
- Give service to the community/association
- Be identified with a particular group
- Perform varied tasks
- Establish professional contacts
- Respond to a direct request that I join
- Do a job that won't otherwise be done
- Use talents and abilities
- Gain access to benchmark information



## Board-Committee members bring

- Free expertise in a variety of technical areas
- Knowledge of profession
- Ability to be a spokesperson
- Capacity for critical review
- Ability to affect change
- Collective wisdom
- Influence to attract financial, human, public resources



## Boards - Committees

Keeping this relationship clear and productive is one of the biggest challenges facing organizations.

There are many views on how to do that well.



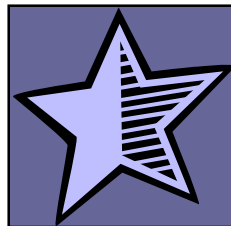
# **Boards primarily govern**

Committees help execute  
the mission and vision  
of the association



# Finding quality leadership

- **Convincing people to lead has become increasingly difficult**
  - Volunteers in all organizations becoming more discerning
  - Larger numbers of potential volunteers are volunteering fewer hours

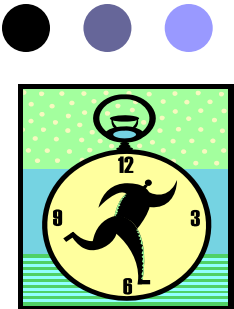






# Time Poverty

- o Lack of time is #1 barrier to volunteering.
- o Perception that volunteer work requires a long-term commitment.
- o Fewer people committing to long-term volunteer work.
- o People weighing return on investment.



# Change what we're asking

- **SMALLER**
- **EASIER**
- **MORE FLEXIBLE**
- **SHARED RESPONSIBILITY**
- **SHARED LEADERSHIP**
- **FAMILY AND FRIEND OPTIONS**



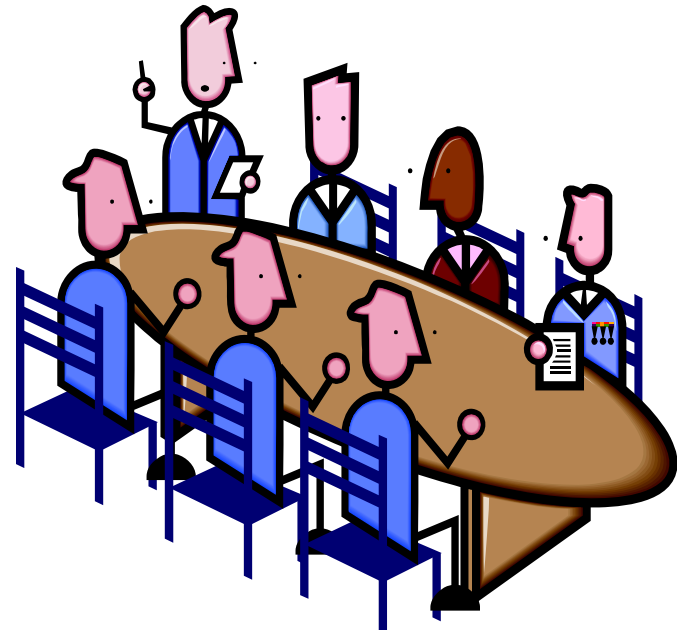
# GET A GRIP



- About **25%** will be terrific
- **50%** don't have a clue as to what they are doing
- **25%** aren't going to do anything no matter **WHAT** you do

# Why committees go astray

**#1** Members weren't properly recruited





# The most effective committees

Function of the committee and its tasks are matched to the skills and interests of the members.



# Committee guidelines

- Committee name:
- Committee function:
- Tasks: Due Dates:
- Committee reports policy and procedural recommendations to:
- Recommended committee size:
- Assigned staff:
- Time commitment
- Other information



# Volunteer Position Information

- Title
- Dates of term
- Position description
- Contact information
- Preferred skills/qualifications/experience
- Work conducted via
  - Virtual, E-mail, face-face, hrs/mo
- Web Site URL for more info



## WHO SHOULD BE DOING THE JOB

<b>Committee Function and Tasks</b>	<b>What skills are needed to do the job?</b>	<b>People who might serve on this committee</b>
Set policies for consistent organizational image	<ul style="list-style-type: none"> <li>• Writing policies</li> <li>• Organizational image building</li> <li>• Evaluate current image</li> </ul>	<hr/> <ol style="list-style-type: none"> <li>1. Harry Garcia</li> <li>2. Kim Deng</li> </ol>
Establish goal for annual publicity plan	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Knowledge of print media, radio, TV, direct mail</li> </ul>	<ol style="list-style-type: none"> <li>3. Roosevelt Carter</li> </ol>
Review all media used to publicize the organization and its programs	<ul style="list-style-type: none"> <li>• Negotiation</li> <li>• Evaluation</li> <li>• Ability to work with others</li> <li>• Time to review</li> </ul>	<ol style="list-style-type: none"> <li>4. Elliott Norton</li> </ol>



# Member Skills Chart

Personnel Committee	Member Names						
Committee Needs	<b>CARL</b>  Professional Benefits Analyst	<b>ELLEN</b> Former Staff	<b>ROSITA</b> Labor Lawyer	<b>AHMED</b> Works for Federal Bureau	<b>KAREN</b> Professional Planner	<b>JANE</b> Professional Fundraiser	
Benefits package awareness	X		X				
Writing policies				X			
Budget planning				X	X		



# Recruitment messages

- Name and committee
- What was **important or worthwhile** about this work?
- What is **challenging** about it?
- What is **fun** about it?

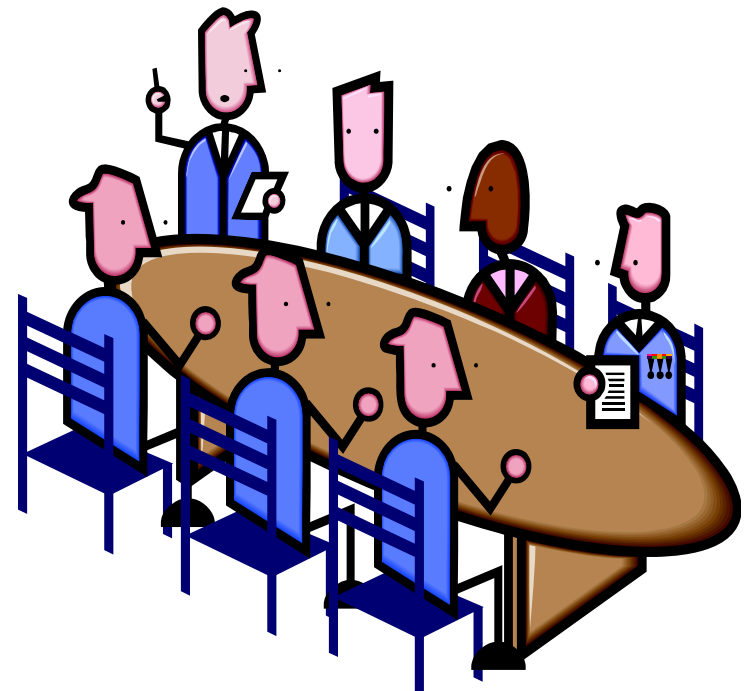


## “I’d Like to Volunteer” Looking for ways to become involved?

You can search our database of open positions for ones that match your interests, or post your information for others to view

# Why committees go astray

#2 Members did not receive a proper orientation





## New to ASME?

Learn About Us! Read about ASME's mission, organization, strategic directions, and the myriad activities and ways in which you can get involved.



# Thank you for your interest in volunteering at ASME!

- As a volunteer, you are the lifeblood of ASME.
- Filling a leadership role or working on a project is a great way to gain professional exposure and leadership experience, expand your knowledge of ASME, connect with others in your profession, and establish life long friendships.
- You can take pride knowing that you play an important role in fulfilling ASME's mission of contributing to the well-being of humankind.



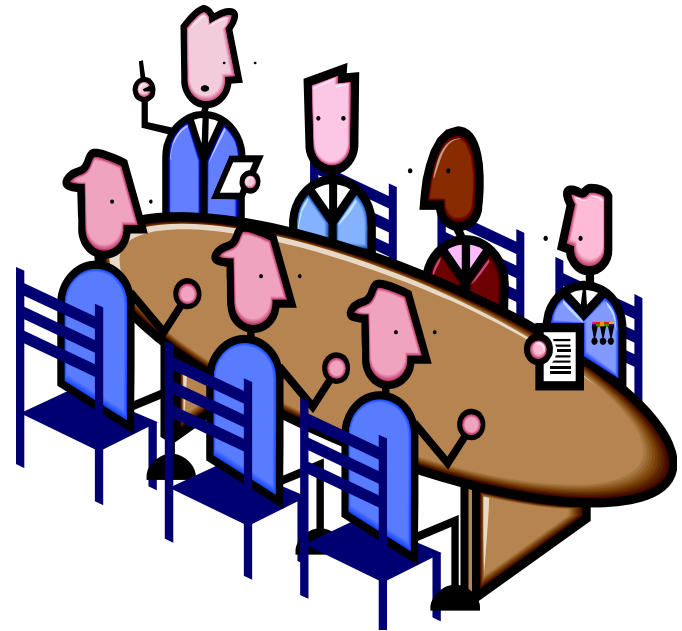
## Whatever your interests and passions are...

### **There's a place for you at ASME!**

- Whether it involves organizing conferences and meetings, talking to youth about your experience in engineering, or simply maintaining websites, chances are your local Section or Society is in need of someone with your expertise.
- Opportunities for involvement include standards development, pre-college outreach and educational activities, government relations, and the development of new products and programs.

# Why committees go astray

**#3** They weren't told up-front about expectations





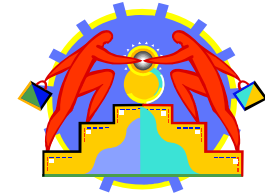


## “Wish I Knew”

- One thing that I wish
  - someone had **told** me
  - someone had **taught** me
- Discuss at table



# Expectations exercise

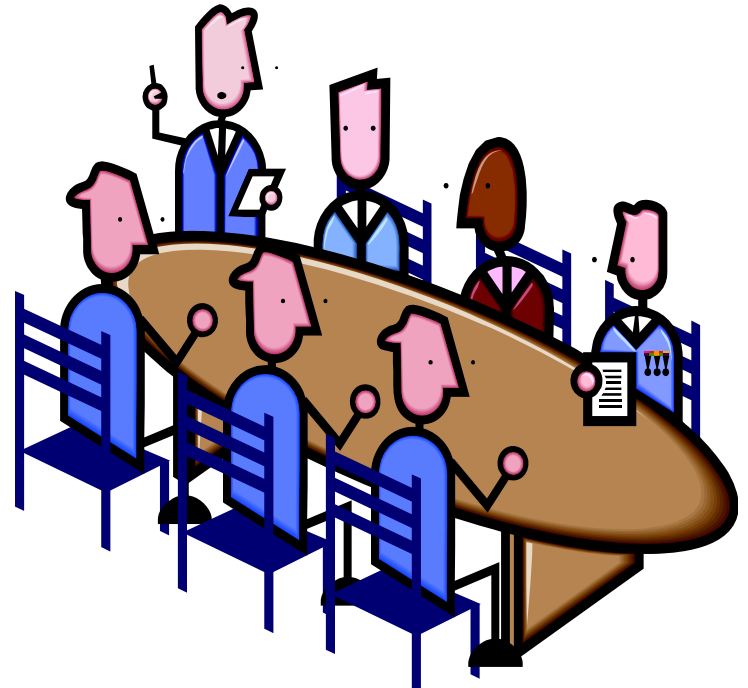


1. What committee members expect of each other
2. **What committee members expect of the committee chair**
3. What the committee chair expects of members
4. **What the board expects of committee chairs**
5. What the committee chair expects of the board
6. **What the staff expects of committee chairs**
7. What chairs expect of staff



# Why committees go astray

#4 There isn't agreement on goals and objectives



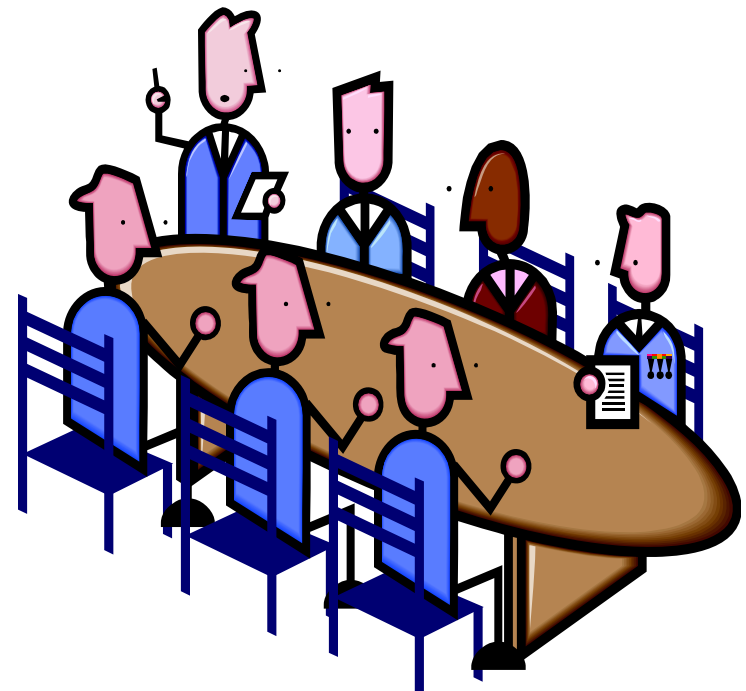


# Committee work plans

- Committee:
- Goal:
- Committee objective:
- Steps to accomplish objective
- Assigned to:

# Why committees go astray

#5 Members not clear about role on the committee





# Committee monitoring process

- Do committee members know what is expected of them?
- **Is a meeting summary sent to remind members of their commitments to work plans?**
- Does the chairperson have a monitoring plan to keep the committee on task?
- **Are members expected to give reports regularly?**
- Is there a formal annual review of the committee's activities?

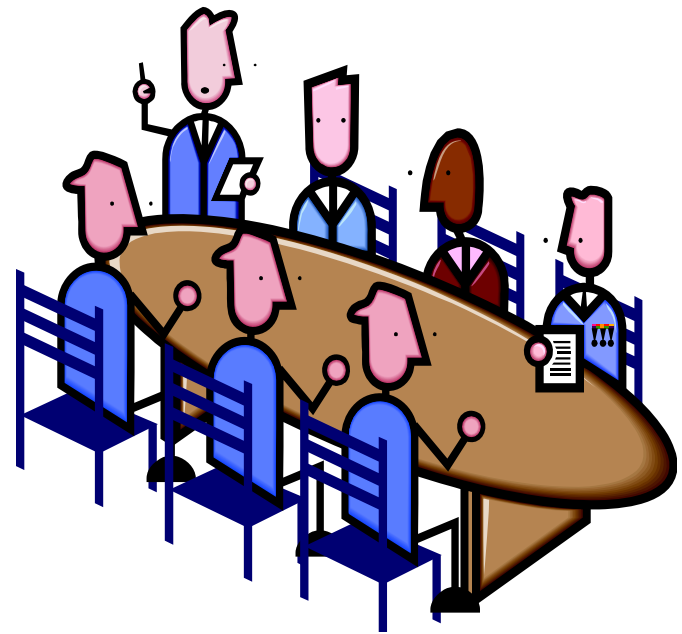


## Committee monitoring process

- Are records kept from year to year and used to illustrate the progress a committee is making?
- **Are members of the committee informed about the effects of their work?**
- Is an informal recognition system used when members perform above minimum standards?
- **Does the executive body recognize the work of committees?**
- Are committee members publicly commended for their committee work?

# Why committees go astray

**#6** Members don't have assignments that are meaningful

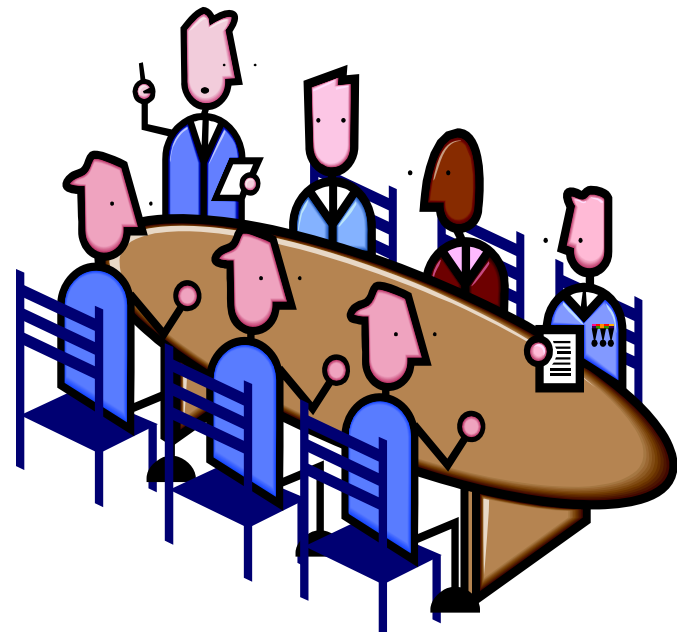




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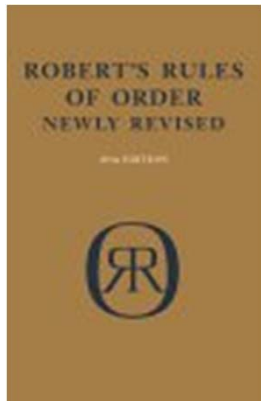
# Why committees go astray

**#7** Process at meetings is sloppy

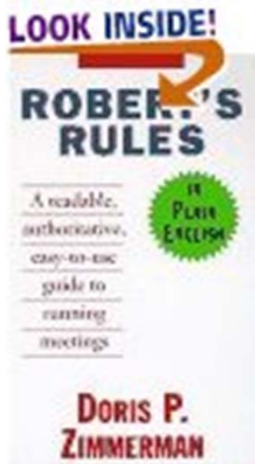




# Before the meeting



- Meetings are for making **decisions**. What decisions have to be made?
- Effective meetings require **agendas**, and everyone needs to know what's on the agenda.
  - Get agenda, reports and information out in sufficient time for them to be read.
  - Plan the agenda to ensure that the most important and most time-critical decisions are made first.





# Before the meeting

- Make sure that individuals who are making reports will be present or appoint someone else to give the report.
- **Note when someone comes unprepared to the meeting. Call them in advance of the next meeting with a reminder to read and think about the agenda items before the meeting.**
- The committee can be severely handicapped when members are absent. If you think that any member is not making a serious effort to attend all meetings, call them to find out why.



## At the meeting



- Use a **Consent Agenda** to dispense quickly with routine and non-controversial items.
- **Rules of Order** are important to ensure that decisions are made fairly and that rights of majority and minorities are protected. Make sure that rules you follow encourage adequate discussion and participation.

*Roberts Rules of Order, [www.robertsrules.org](http://www.robertsrules.org)*



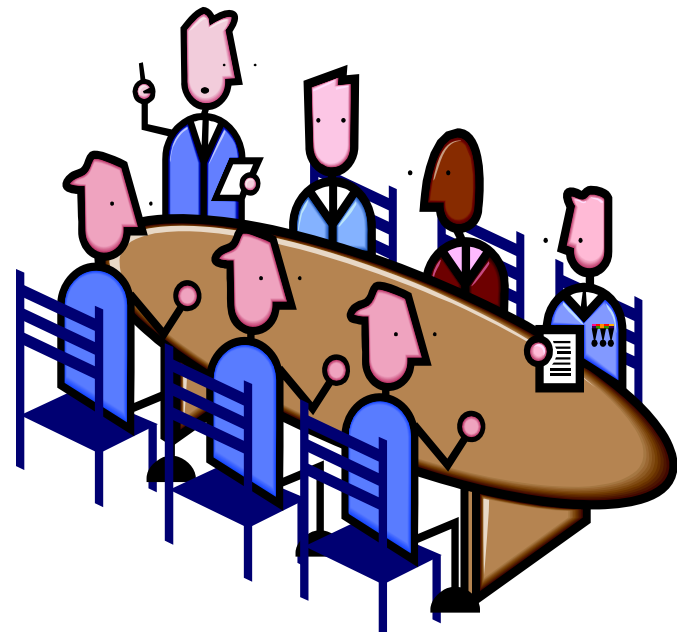
## **Start meetings on time!**

Note members who arrive late. Call them before the next meeting to find out if there is anything you can do to make it easier for them to arrive on time.



# Why committees go astray

**#8** There are no attendance requirements





## Attendance-Participation **Expectations**

- Set an attendance policy and ground rules that support participation
- **Committee reports include who is present/absent**





## Attendance-Participation

# Expectations

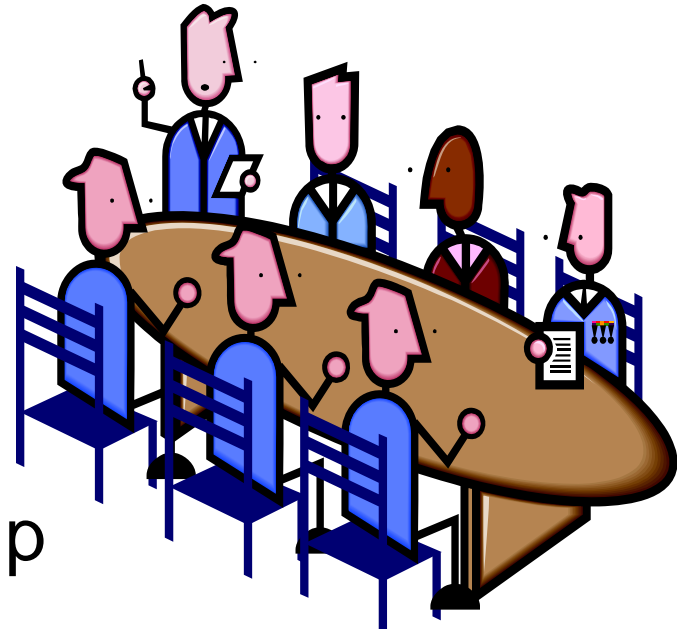
- Consider having low-attendance members involved in some other form of service to the organization,
  - "friends of the organization,"
  - special events rather than ongoing activities
- **Let go of “dead wood”**
- Consider subcommittees to increase individual responsibilities and focus on goals
- **Rotate in new members every year**

Adapted, Carter McNamara, MBA, PhD, Authenticity Consulting



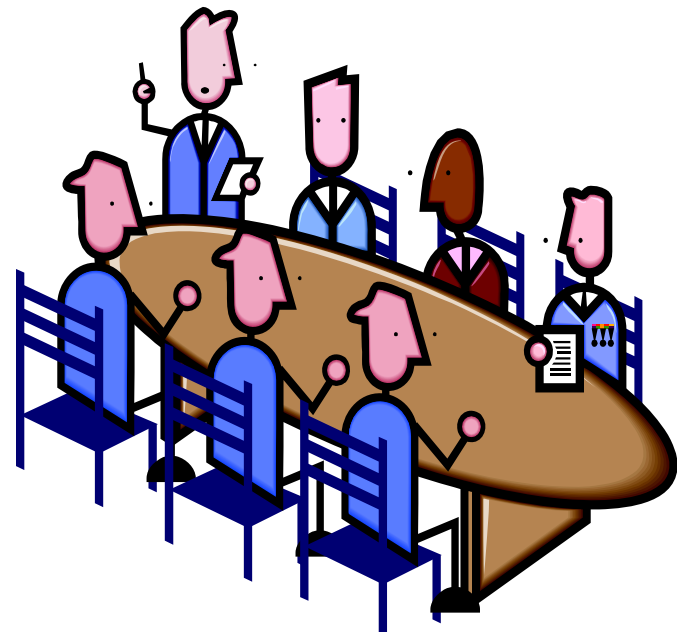
# Why committees go astray

**#9** There are no term limits for members or leadership



# Why committees go astray

**#10** The committee doesn't evaluate itself annually





# End of year evaluation



- What tasks have been completed to accomplish this objective?
- **What tasks have been abandoned? Why?**
- What tasks still need to be done? Why?
- **How could we plan better to complete tasks?**



# End of year evaluation



- Do we need to organize the committee differently to complete the assignment on time?
- **Does someone need help with a specific assignment?**
- Have you recorded your efforts so someone can take over your job next year?
- **What would have helped you do your job more efficiently**



# Feedback and Assessment

## **Commit to making good use of what you learn from the evaluation**

- Good evaluations give you a picture of current strengths and weaknesses
- Information can help you plan recruitment strategies and ways to strengthen committee
- If you don't follow up on what you learn, you'll waste time and member's good will.



# Recruiting future leaders

- The majority of people stepped up to a leadership positions because another leader specifically asked them.
- It is important that board members constantly identify potential new leaders and invite them *personally* to get involved.



## Strategies for finding new leaders

- Identify 3-4 up and coming leaders-- coach and sell them on the benefits of stepping up to leadership
- The executive committee encourages and watches for future leaders
- Committee chairs identify and mentor their successors



# Preparing future leaders

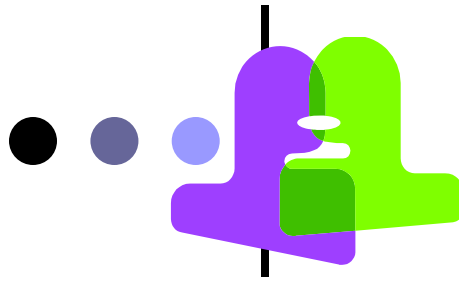
- Do you have someone in your organization in charge of making sure new leaders are properly trained to be effective in their leadership positions?
- Is there someone to make sure the new leader feels supported and ready to go?
- Do you offer leadership/transition training? If so, when?
- How do you evaluate your volunteer training needs (time, content, effectiveness)?





# Preparing new leadership

Welcome to ASME's **Volunteer Orientation and Leadership Training (VOLT) Academy**, a resource for all ASME volunteer leaders. As ASME members, you volunteer your time and services to ASME for a variety of personal and professional reasons, and come to ASME with varied backgrounds and a diverse array of skills. In order for the Society and its membership to achieve its full potential and realize the benefits of the diversity of its members, you must be well prepared to carry out the duties and responsibilities of the positions or offices you hold, and understand the strategic relevance of your work in the context of ASME's mission and vision.



## Create a buddy system

- New committee members will have questions that don't occur to them until they have attended a meeting or are reading their meeting packet.
- **They may be reluctant to burden leaders with another phone call, or think that their question is too trivial.**
- A mentor system can be less intimidating and be a vehicle for creating friendly relations between committee members.



## Myths and facts

- Every committee member should contribute the same amount of energy
- Just serving on a committee should be thanks enough
- On-going projects keep members happy and busy
- Staff should recruit members
- Once they are on the committee, ownership is created
- The more committees, the better
- You can't fire a committee member or chair



# Reaching Your Goals



- What do we want?
- **What do we need to do?**
- By when?
- **How are we doing?**
- What needs revision?



## Resources

- *Are You Chairing A Board by the Seat of Your Pants?*, Susan Scribner, Scribner & Associates
- *Boards from Hell*, Susan Scribner, Scribner & Associates
- *Building Effective Volunteer Committees*, Nancy Macduff, Macduff/Bunt Associates, Inc.
- Cynthia D'Amour, [www.chapterleaders.com](http://www.chapterleaders.com)
- *To Lead Is To Serve*, Shar McBee



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- **Keynote speaker**
- **Retreat facilitator**
- **Coach / e-mail or phone**
- **On-site consultant**