

# STRATEGIC VOLUNTEER ENGAGEMENT

Nonprofit Management Center

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# TODAY WE WILL DISCUSS....

- Identify why your volunteer program exists
- Determine where volunteers are needed
- Strategically consider the timing and type of volunteer engagement
- Consider what to say to attract volunteers

# WHY DO PEOPLE VOLUNTEER?



- feel compassion for those in need
- think helping others is important
- think what they are doing is important for a specific reason
- find the task they are being asked to complete interesting
- want to gain a new perspective on things or learn about others
- want to explore another career field
- believe in the activity or the group
- want to feel needed
- must because they are court ordered
- must do so for academic credit
- need to fill free time
- alternative to giving money
- goes beyond what they can do and accomplish in their paid position
- make new friends - meet people



# **HOW DO YOU DEVELOP A SUCCESSFUL VOLUNTEER EXPERIENCE?**

## MISSION - Why Exist

**FOOD BANK NPO MISSION:**  
To provide food for hungry people.

complement

**FOOD BANK VOLUNTEER  
PROGRAM MISSION:**  
To have competent volunteers for  
the food bank.

## VISION - The Future

**FOOD BANK NPO VISION:**  
No one in our community will go  
hungry.

complement

**FOOD BANK VOLUNTEER  
PROGRAM VISION:**  
Volunteers will help to ensure no  
one goes hungry.

# VISION PRIORITY - HOW GET THERE

Vision Priority for Food Bank	Vision Priority for Volunteer Program
<b>WE HAVE:</b> More food for the community over the next three years.	<b>WE HAVE:</b> Recruited “community connector” volunteers to help increase the volume of food brought into the food bank over the next three years.

**Volunteer Program Priorities are connected to and complement the NPO/NGO's Priorities**

# VISION PRIORITY . . . .

Community Connector - Advocate/Indirect

Used for task descriptions  
and recruitment

Priority	Actions-Activities	How Many	When
<b>WE HAVE:</b> Recruited “community connector” volunteers to help <u>increase the volume of food</u> brought into the food bank over the next <b>three years</b>	Contacting <b>three</b> of the following faith based organizations, corporations, local businesses, friends, family or relatives <b>each month</b> for the next <b>12 months</b>	30 volunteers for a 12 month period of time to cover the area around the Pantry House	Volunteers will start one month after training for one year.  Time each month will be at the discretion of the volunteers.

# VISION PRIORITY . . . .

Skills and Abilities	Outcome
<ul style="list-style-type: none"><li>•Customer Service</li><li>•Outgoing commitment</li><li>•Speak One-on-One with people</li><li>•Speak at events</li><li>•Explain the food bank's mission and goals</li><li>•Explain the marketing materials</li></ul>	<p><b>DESIRED OUTCOME:</b> Connect with various facets of the community.</p> <p><b>OVERALL OUTCOME:</b> To increase the amount of food brought into the food bank.</p>



Used for task descriptions  
and recruitment - Skills



# **SKILLED BASED VOLUNTEERING -**

- Volunteerism which uses functional business skills, experience or education. Impacts organizations and individuals.
- Volunteerism which finds the intersection of (corporate) values and skills and then matches those characteristics to the needs of local non-profits.

# SKILLS BASED VOLUNTEERING

- 9 out of 10 nonprofits realize that volunteer skills are extremely valuable
- 77% of nonprofit organizations believe they would benefit from corporate volunteers
- 62% work with corporate volunteers and only 12% of agencies align roles with skills
- Corporate paid or non-paid volunteers, loaned executive, or interns - groups or individuals
- Projects completed in one day, short, medium or long-term projects
- During working hours or on individual time
- Planned in advance or spontaneous (such as disaster response) projects
- Can be an internally focused program or a partnership with 3rd-party providers

# REASONS VOLUNTEERS NOT USING THEIR “WORK PLACE” SKILLS:

- NPO/NGO *did not inquire* about their workplace skills, 34%
- NPO/NGO *not structured to use their skills*, 32%
- Volunteers' *workplace skills were not valuable* to the NPO/NGO, 27%
- NPO/NGO *could not find a way to use the volunteer's skills*, 22%


Volunteers often want to do something different  
than their “regular” job

# **CORPORATE BENEFITS OF SKILLS-BASED VOLUNTEERISM**

- Enhances existing and develops new employee skills
- Expands corporate in-kind opportunity
- Permits more in-depth relationships with NP partners
- Enhances reputation of company and its values

# PROFESSIONS AND SKILLED TRADES: (PRO BONO)

- Marketing
- Human Resources
- Information Technology
- Public Affairs
- Project Management
- Accounting/Finance
- Electrical
- Engineering
- Legal
- Web Design
- Database Development



70% of nonprofit board members report securing pro bono resources for their organization--higher than the percent of those who reported securing cash.

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# 62% OF NPO'S REPORTED THEY NEEDED MORE PRO BONO SERVICES

While only 28% reported that they were in greater need of traditional, hands-on volunteer support.

2009, Deloitte National Study

TRADITIONAL VOLUNTEERING	PRO BONO SERVICE
<b>Direct or immediate needs</b> Extra hands	<b>Organizational or long-term needs</b> Infrastructure and leadership
<b>Type of support</b> Hands-on volunteering	<b>Type of support</b> Skills-based volunteering
<b>Sample activities</b> Park cleanup; mentor	<b>Sample services</b> IT assistance, graphic design HR coaching, strategic planning



# **WHAT ARE YOU ASKING THE VOLUNTEER TO DO?**

# THE TASK/POSITION/ACTIVITIES DESCRIPTION

Retention



- Providing information to the prospective volunteer about the task
  - Details what the volunteer is to do
  - Describes how well the task is to be performed
  - Information/Report to, time frame, commitment etc.
  - Critical/essential and non critical/less essential parts of the task
  - Sets the volunteer up for success

# SKILLS INVENTORY - INTERVIEW, MARKET

SKILL	HAVE THE SKILL	WOULD SHARE Y/N	LIKE TO LEARN
Customer Service			
Public Speaking			
Presentation/ Training			
Develop Marketing Materials			



Developed from  
task descriptions



Discovered on application and/or  
During the interview process

# FOOD BANK VOLUNTEER - TASKS

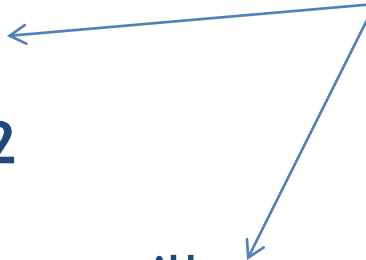
- The Purpose of a “Community Connector” Volunteer: Help increase the volume of food brought into the Pantry House Food Bank over the next three yrs.
- Responsible for: (What the volunteer will do)
  1. Contacting **three** of the following faith based organizations, corporations, local businesses, friends, family or relatives **each month** for the next **12 months**
  2. Present the contact with the “Pantry House Food Bank Story” **information**
  3. Request the potential donor give a minimum of \_\_\_\_ food **each quarter** over the next **12 months**
  4. Send in the **list of contacts** no later than the **5<sup>th</sup>** of the **month** after the contact is made to \_\_\_\_

# FOOD BANK VOLUNTEER

## PERFORMANCE STANDARDS

1. Responsible for: Contacting three of the following faith-based organizations or corporations or friends or family or relatives each month for the next 12 months
  - **Performance Standard**—The volunteer will contact **three** faith-based groups or corporations or friends or family or relatives each month for the next **12** months.
  - **Performance Objective**—The volunteer will reach out to more and different groups.
  - **Observable Behavior**—Were **three** contacts per month accomplished during the **12** month time frame?

Measurable,  
observable, can  
be monitored



# FOOD BANK VOLUNTEER PERFORMANCE STANDARDS

**2. Responsible for:** Present the contact with the Pantry House Food Bank Story information

**Performance Standard - All groups** contacted will receive a Pantry House Food Bank Story.

**Performance Objective -** Volunteers will distribute the story to each group.

**Observable Behavior -** Did the volunteer give **each group/person** contacted a Pantry House Food Bank Story” brochure?

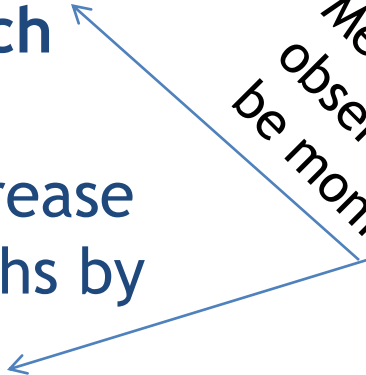
Measurable,  
observable, can  
be monitored

## **FOOD BANK VOLUNTEER PERFORMANCE STANDARDS**

**3. Responsible for:** Request the potential donor give a minimum of \_\_\_\_ food each quarter over the next 12 months

- **Performance Standard** - Each group contacted will give \_\_\_\_ food each quarter.
- **Performance Objective** - To increase donations over the next 12 months by contacting a specific group.
- **Observable Behavior** - Did the groups the volunteer contacted give \_\_\_\_ food each quarter? (targeted amount?)

Measurable,  
observable, can  
be monitored

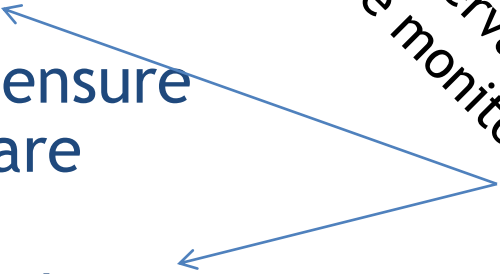


# FOOD BANK VOLUNTEER PERFORMANCE STANDARDS

4. **Responsible for:** Send in the list of contacts no later than **the 5<sup>th</sup> of the month** after the contact is made to \_\_\_\_

- **Performance Standard** - To ensure volunteers have the **data in by the 5<sup>th</sup>**.
- **Performance Objective** - To ensure all those who are contacted are entered in the data base.
- **Observable Behavior** - Were the names received by **the 5<sup>th</sup> of each month?**

Measureable,  
observable, can  
be monitored







# **HOW WILL YOU ATTRACT VOLUNTEERS?**

# **BARRIERS**

- Geographic challenges
- Transport and gas price issues
- Expectations versus reality of volunteering
- Volunteers over committed
- Long term volunteers are less available
- Economic issues - people (but want work)
- Message - framing
- Expectations of instant gratification
- Lack of understanding about job skills
- Lack of staff support
- Developing and diversifying a recruitment plan
- Demographics
- Takers versus givers
- "Lack of time"
- Distance

# INTERNAL BARRIERS

- Volunteers not valued / respected by staff and clients
- Family restrictions
- Lack of tradition in volunteer
- Staff barriers
- Appreciation lacking - Not Valued
- Poor volunteer management for volunteers and staff members
- Under estimating time commitment
- Poor understanding of role of volunteer
- Lack of training for staff and volunteers

# OVERCOMING BARRIERS

- Volunteers recruit volunteers
- Incentive drawing for those who apply (event)
- Instill "volunteer bug" early in kids
- Good / clear position descriptions
- Educate about benefits of being a volunteer
- Top down commitment of organization shows
- Tailor positions very specifically to skills / interests of each volunteer
- Agency must be able to recruit online (eg get email addresses of prospective volunteers to market to them)
- Figure out how to reach populations that aren't online
- Community awareness events of volunteer opportunities

# SOLUTIONS

- Have Attention getter - better marketing
- Press - articles with photos - testimonials
- Using Social Media effectively
- Champion for your cause
- Each one reach one - ask volunteers to share message, invite a guest
- Exciting position description with title - fun (language) approachable
- Search in alternative locations - parks, farmers markets, people walking dogs, Clubs, County offices, Churches
- Know your target MARKET
- Try before you sign on - test us out!
- Shorter commitment time
- "Exclusive" / elite opportunities
- Involve Volunteers to engage volunteers from less represented groups and dispel myths in your target markets:
  - Golf course, gym, develop tasks that appeal to women, men, teens, all age groups
  - Ethnicity - community development relationships- Know culture, recruitment material in

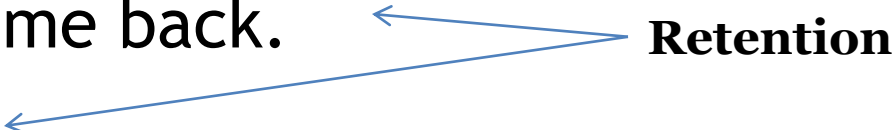


# **HOW CAN I MARKET THE OPPORTUNITIES TO THE COMMUNITY?**

# PLACE, PRICE, PROMOTION, PRODUCT, PEOPLE

- Internally?
- At a satellite office?
- With the public?
- Is there office space?
  - Is there technical support?
- Virtually?

# PLACE, PRICE, PROMOTION, PRODUCT, PEOPLE

- Time is a commodity. It is the *price* paid for having volunteers and for people who volunteer.
  - Recruitment is the time it will take the nonprofit to get ready so the volunteer has a positive experience and will come back.
  - It takes time to train staff to work with volunteers.
  - The volunteers are giving up their time.
  - It takes money to run a volunteer program.
- 
- A diagram consisting of two blue arrows pointing from the word "Retention" to the word "Recruitment". The word "Retention" is positioned to the right of the word "Recruitment".



# PLACE, PRICE, PROMOTION, PROMOTION, PEOPLE

- *Promotion* is part of recruitment.
- The ability to *place* and distribute recruitment information in a variety of locations is part of marketing to the people you would like to recruit. (testimonies, pictures, social media, written, on your website)
- Why is *promotion* important to recruitment? You can never assume people know what you do as a nonprofit or what volunteer skills are needed. Volunteer opportunities must be promoted for specific skills, time frames, and groups.

# PLACE, PRICE, PROMOTION, PRODUCT, PEOPLE

- The **product** of recruitment is finding an individual to complete a task in order that the client of a nonprofit can be served either directly or indirectly through voluntary efforts.

# PLACE, PRICE, PROMOTION, PRODUCT, PEOPLE

- The People part of marketing means that you have considered all aspects of the opportunity you are recruiting for....time, skills, knowledge, abilities.
- Be sure there is a mix between what the volunteer is willing to give and what the NPO/NGO needs to have happen.

**Retention**



## WHAT CAN YOU DO ON THESE ONLINE NETWORKS?

- Spread message about your opportunities
- Ask your current volunteers to engage in online conversations with others in their network.
- Give people tools and information they need to get involved.
- Ask volunteers to share their experiences and inspire others to do the same. Keep it personal.
- Engage 'hard to reach' communities.

# VOLUNTEER PROGRAM AND THE WEB

- actual volunteer-committee task descriptions for current needs
- a wish list of skills needed
- photos of volunteers at work (showing diversity of age, race, gender)
- data on volunteer achievements
- E-newsletters
- Facebook, LinkedIn, Twitter

# CORPORATE COMMUNITY ENGAGEMENT

- Companies that give back move forward
- 95 % of respondents to an Aon/Orenda Connections survey believe their employer should give back
- 84 % of employers do give back
- 1 of 3 employees feel more engaged at work because of their corporate giving program

# CORPORATE COMMUNITY ENGAGEMENT

- 93 % of employees say - important for their companies to provide them with opportunities to become involved in social issues
- 1 in 3 organizations do not receive sufficient feedback about the impact of their contributions
- The higher the philanthropic nature of the corporation -- the higher the retention rate for employees and their recommendation to others to work there

# VOLUNTEERS IN NEW ZEALAND

## FEENEY, 2001

- Volunteering with different organizations at different times of their lives, depending on their interests and family commitments, was seen to be a general pattern.
- People often started volunteering by becoming involved with their children's activities, then moving to more formal roles within those organizations.
- Volunteers might work at several organizations at the same time but usually with varying levels of commitment.



## **MOST PROGRAMS HAVE:**

- Small cadre of long-term committed volunteers (10-20%)
- Revolving quick turnover pool (20-40%)
- Intermediate, still making up their mind, group — sometimes involved, sometimes not



# WHAT DO I SAY?

## RECRUITMENT SOURCES

- 71% Word-of-mouth
- 45% Volunteer Match
- 37% Internet recruiting services
- 33% Live presentations to groups
- 29% Events
- 29% Newspaper ads
- 17% Local Volunteer Center
- 15% Relationship with local corporations
- 8% Direct mail
- 8% Radio/TV ads

# RECRUITMENT MESSAGE



- **The statement of need:**  
*We have people in a four county area that are in need of food for their families.*
- **How the volunteer can help solve this problem:**  
*Volunteers are able to help feed these families through the collection and distribution of food to those in need.*
- **The potential benefits to the volunteer:**  
*If you would like to help people in your community as well as meet others who also like working with people, contact xxxxx.*

# RECRUITMENT MESSAGE



- **Need** - Someone to help with a strategic plan
  - ▶ Pro-bono Consultant, one time, targeted recruitment
- **Message** - *We have a vibrant nonprofit that feeds people in a four county area. The board and the staff are ready to look toward the future. We have the will to move forward but need a plan to do so. A volunteer strategic planning consultant would help us serve clients better. If you are interested in helping us frame the future, contact xxxx*

# RECRUITMENT MESSAGE



- **Need** - Direct service to clients on an on-going basis
  - ▶ On- going, targeted recruitment
- **Message** - *We have people in a four county area that are in need of food for their families. We have the food, the space, and the logistical support to feed these families. What is lacking is faster service. Volunteers could help the Pantry House Food Bank serve clients faster by assisting them in completing intake forms. If you are interested contact xxxx*

# THE RECRUITMENT MESSAGE



- Do not sound desperate.
- Want vs need (skills)
- Different message for each opportunity
- Tweaked for each group trying to reach

# QUESTIONS TO CONSIDER

- After the recruitment campaign ask:
  - Did we have more volunteers after we recruited from the new corporation in town? How many volunteers came out this year for \_\_\_\_ event?
  - Was there a \_\_\_\_ % increase after we targeted high school students when school started?
  - Did we have a \_\_\_\_ % increase of volunteers for the fun run this year over last year after we targeted X?
  - How many new inquiries did the NPO receive after the new recruitment brochure was distributed than before?
  - How many new inquiries did the NPO receive from \_\_\_\_ date to \_\_\_\_ date after social media recruiting was introduced?





# SUMMARY

# VOLUNTEERS HELP BUILD CAPACITY..

- Help reach the mission
- Deliver programs and help to have an impact on the clients served
- Build strategic relationships
- Work behind the scenes in internal operations
- Assist with resource development
- Engaged governance, leadership, and management

**Recognition**

**Celebration**

**MEASUREMENT AND  
EVALUATION**

**VOLUNTEER ENGAGEMENT**

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**LEADERSHIP AND RESOURCES**

**ASSESSMENT**

**Mission  
Vision  
Priorities**

**Philosophy**

# **WHY SHOULD A NPO/NGO BE CONCERNED ABOUT STRATEGICALLY THINKING ABOUT VOLUNTEERS?**

Retention is more efficient than recruitment

1. Looking for new volunteers
2. Interviewing and screening
3. Training

Losing experienced volunteers is costly

1. Loss of knowledge
2. Loss of relationships with clients and staff
3. Loss of financial support

◦ FROM Steve McCurley

# **VOLUNTEERS DO NOT STAY BECAUSE . . .**

- Not recognized for their contributions (note recognized vs recognition)
- No measurement of the value of what they do
- Lack of or little training for paid and volunteer staff
- No strong leadership
- Lost interest because they and their family no longer involved
- Time Demands

# **RETENTION PROBLEMS - VOLUNTEERS DO NOT STAY BECAUSE . . .**

- Their time not put to good use
- Not well managed
- Their skills and talents not used
- Tasks were not clearly defined
- Experienced did not help career

# DIFFERENT PHILOSOPHY

- Volunteers can help a nonprofit organization forward its mission more than any other group.
- Nonprofit organizations must stop waiting for the day when they will have enough paid staff to do the job.
- Volunteers should be the first human resource considered when any task needs doing at a nonprofit agency.
- Volunteers should not be limited to serving in clerical and/or “no brainer” capacities.

FROM Utilizing Volunteers A Model to Go By By Fay Morgan, MEd, Executive Director North Hills Community Outreach

# STEVE MCCURLEY'S RULE

“If you don't know who your volunteers are, why should they care who you are?”



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