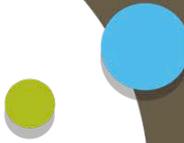


Hands On

NETWORK

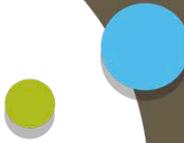
A POINTS OF LIGHT ENTERPRISE

**Excerpted from the Volunteer Management
Training Series**



Effectively Cultivating and Networking Volunteers

Leigh-Anne Cade, MPH, CVA
VOLUNTEER Hampton Roads
Director of Training



Objectives

- Identify social motivators and their application in volunteer management
- Explore the steps for developing and implementing volunteer cultivation and networking

Volunteerism

How does your organization currently engage volunteers to meet its mission?



Volunteerism

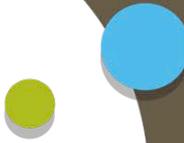
An act in recognition of a need, with an attitude of *social responsibility* and without concern for *monetary profit*, going *beyond* one's *basic obligation*.



Adapted from *By the People: A History of Americans as Volunteers*
by Susan J. Ellis and Katherine H. Noyes, 1990, Jossey-Bass

Five Elements to Volunteer Management

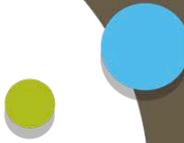




Planning Your Volunteer Program

Why Involve Volunteers

- Community outreach and input
- Gain additional human resources and expertise
- Increase number of community advocates for agency and mission
- Gain access to contacts in the corporate and foundation sectors
- Act as a conduit to other groups
- Provide community monitoring
- Help meet and advance mission
- Help to maximize financial resources
- Demonstrate community support for program
- Provide ability to react to short-term crises
- Allow agency flexibility to react quickly to changing community conditions
- Supplement staff resources and experiences



What is Volunteer Recruitment



The process of matching an organization's needs with a volunteer's interests and skills

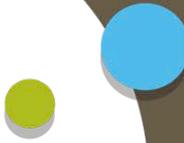
McClelland's Theory of Social Motivators

Motivations

Achievement

Affiliation

Influence



Volunteer Motivations

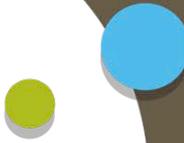
- Values
- Understanding
- Enhancement
- Career
- Social
- Protective





Healthcare Volunteers - Motivations

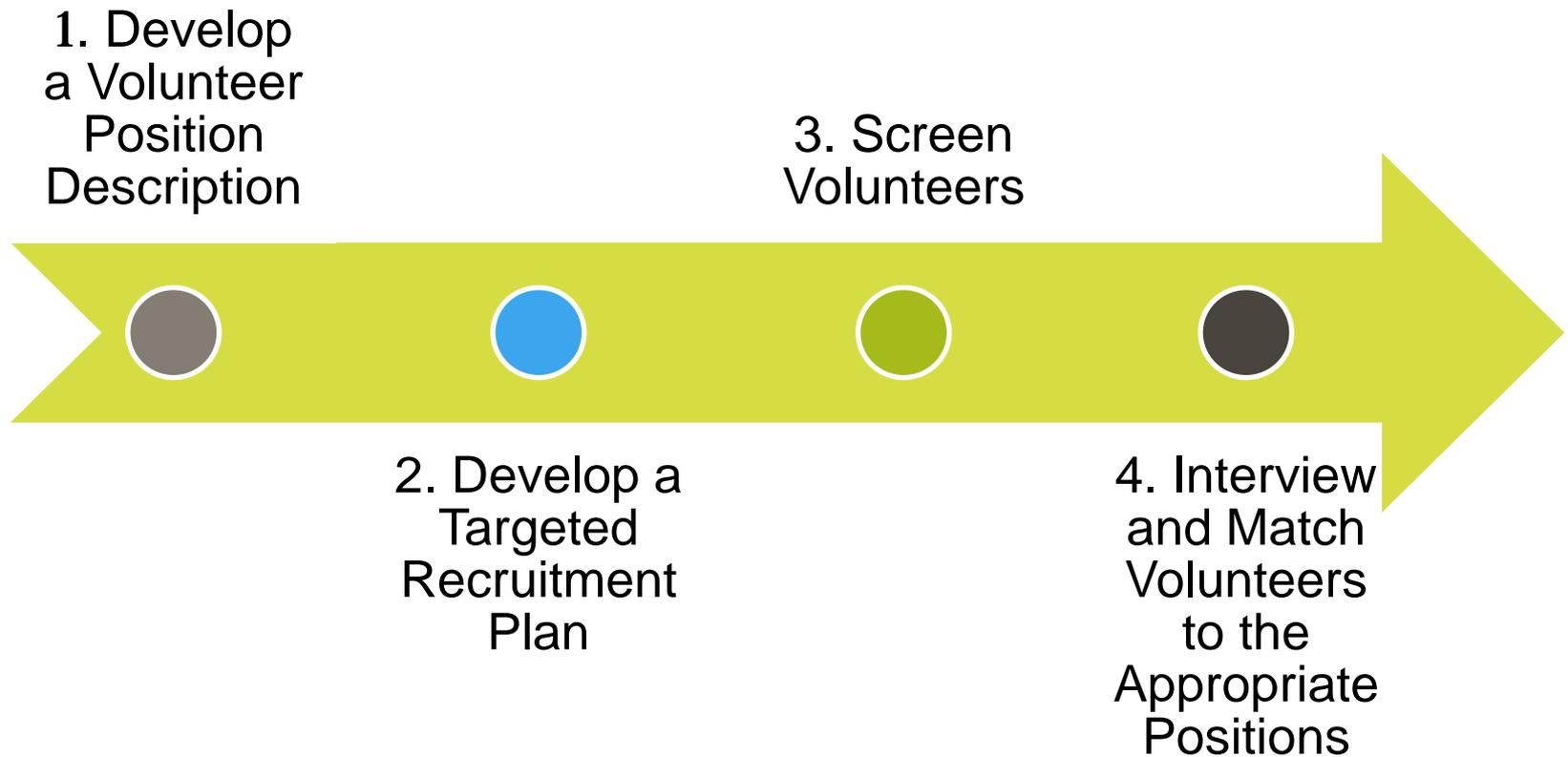
- Understanding – plays an important role in building, promoting and sustaining engagement among healthcare volunteers
- Building skills and abilities
- How individual efforts contribute to the mission and goals of healthcare



Understanding the Motivation of Hospital Volunteers: Are there Gender Differences?

	Male	Female
Volunteering enables a hospital to provide more for less	High	Low
Volunteering produces challenging activities	High	Low
Volunteering enables a person to continue a family tradition	Low	High
Volunteering broadens a person's horizons	High	Low
Volunteering is an excellent educational experience	Low	High
Volunteering provides an opportunity to gain experience in providing a service	Low	High
People volunteer because their employer or school expects it	High	Low

Steps to Recruiting and Placing Volunteers





Trends in Healthcare Volunteering

- Short-term workers: Episodic volunteering
- Long-term volunteers are harder to find
- Changing Demographics
- Technology
- New sources of volunteers

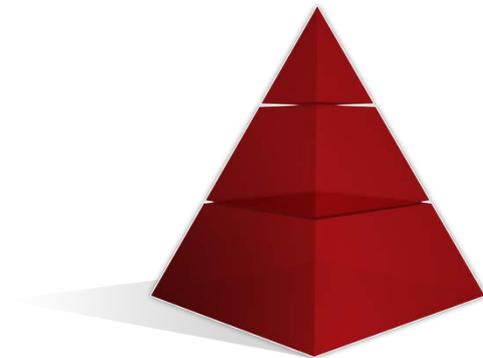
The Volunteer Position Description

- The volunteer position description outlines the volunteer tasks, skills, abilities and interests needed
- The position should align with the organization's needs, goals and mission
- The position description is the **foundation** upon which to base all recruitment and placement efforts



Components of Volunteer Position

- Position Title
- Work Location
- Reports to
- Purpose of Position
- Responsibilities and Duties
- Qualifications
- Commitment Expected
- Training
- Benefits to Volunteer

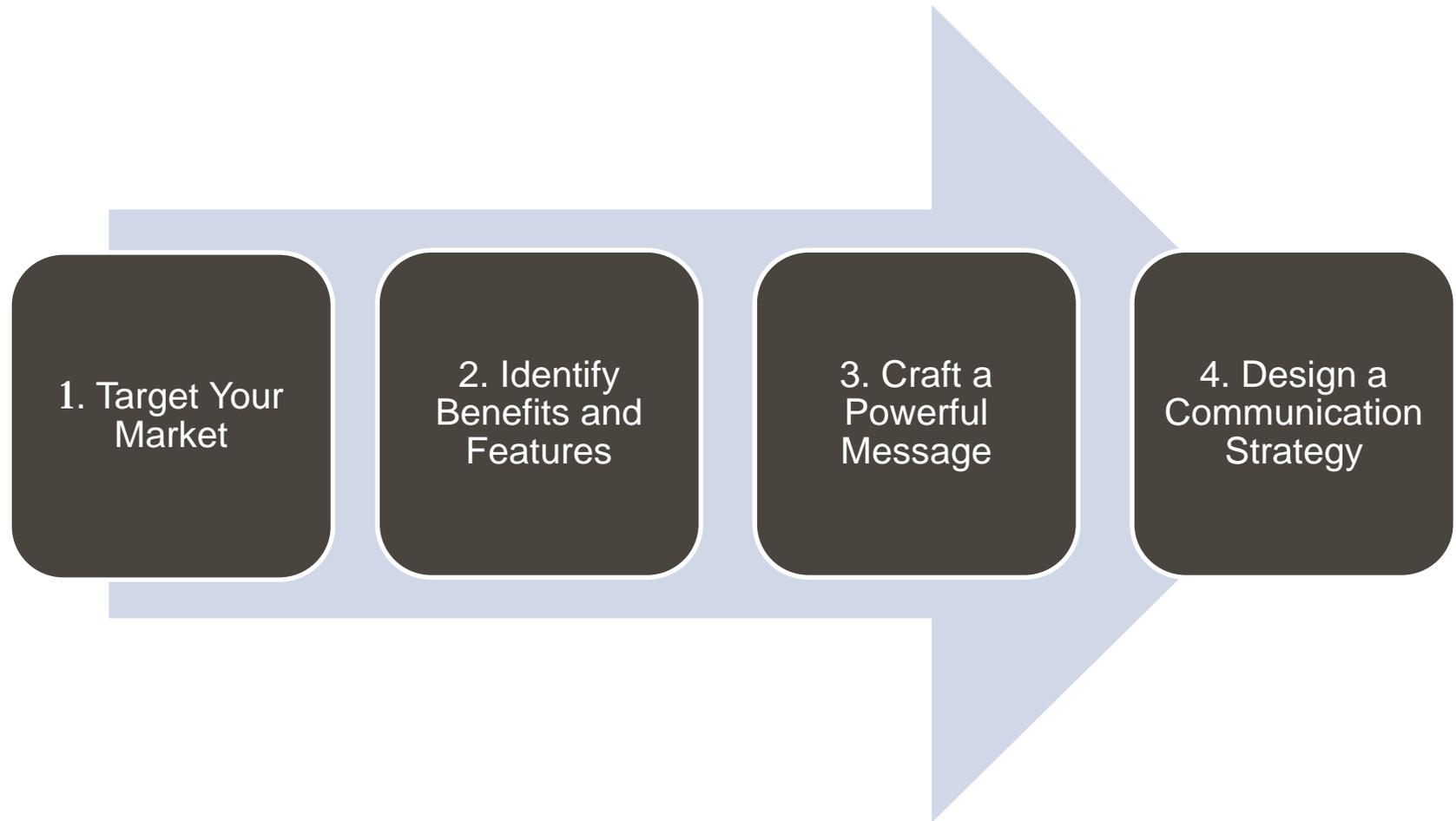


Purpose of Targeted Recruitment

“When you send a message to the community in general, you often end up speaking to no one in particular”
(Rick Lynch)



Targeted Recruitment



Ask The Following Questions

- Who is your target audience?
- What are important features of position?
- What would appeal to them about the position?
- What are some possible barriers?
- What additional things do we need to know about the audience?
- What strategies should you use to reach your audience?



Targeted Populations

- Seniors
- Board of directors
- College students
- Children
- Youth
- Baby Boomers
- Persons with disabilities
- Faith-based groups
- Skills-based volunteers
- Corporate volunteers
- Disaster volunteers
- Self-directed volunteers
- Volunteer leaders
- Virtual volunteers
- Others



Volunteering Demographics

Audience	Volunteer Rate	Number of Volunteers	Total Service Hours
Millenials (born 1982 or later)	22%	14 million	1.4 billion
Baby Boomers	28.2%	21.6 million	2.8 billion
Older Adults (65+)	24.4%	10.3 million	1.8 billion
Men	23.2%	27.2 million	3.4 billion
Women	29.5%	37.3 million	4.5 billion
Veterans	26.1%	5.2 million	801.4 million
Parents	33.5%	22.4 million	2.4 billion

Source: Volunteering in America Report <http://www.volunteeringinamerica.gov>

	Silent Generation (1922-1945)	Baby Boomer (1946-1964)	Generation x (1965-1980)	Generation Y (1981-2000)
Work Ethic and Values	Hard work, respect authority, sacrifice, duty before fun	Workaholic, work efficiency, quality, question authority, personal fulfillment	Want structure and direction, skeptical, self-reliant	What's next, multitasking, tenacity, entrepreneurial, tolerant, goal oriented
Messages that Motivate	Your experience is respected	You are valued and needed	Do it your own way, forget the rules	You will work with other bright people
Interactive Style	Individual	Team player , loves to have meetings	Entrepreneur	Participative
Communications	Formal memo	In person	Direct Immediate	Email, Voicemail
Leadership Style	Directive	Consensual	Everyone is the same, challenge others, ask why	TBD
Feedback and Rewards	No news is good news, satisfaction in a job well done	Don't appreciate it, money, title recognition	Freedom, How am I doing?	Whenever I want it, meaningful work

Trends in Healthcare Volunteering



- Target a younger workforce
- Corporate volunteering
- Ethnically and Racially Diverse Communities

Step 2: Identify Benefits and Features

Benefit: What volunteering does for the volunteers, such as teaching them a skill, having fun, meeting people, etc.

Feature: Descriptive elements of the volunteering, such as when, where, doing what with whom, etc.

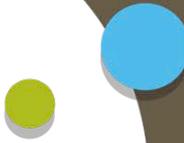
Step 3: Craft a Powerful Message

- Share benefits and features
- Keep the message simple
- Make the message attractive



Step 4: Design a Communications Strategy

- Different audiences require different communication strategies – All volunteers aren't the same
- Get to know each segment that you need to engage
- Use targeted interactive communications
- Be strategic about communication
- Speak directly to the wants of each segment
- Roll out more frequent, targeted communications to build engagement and motivate volunteers to act.
- Make the ask



Marketing Your Message

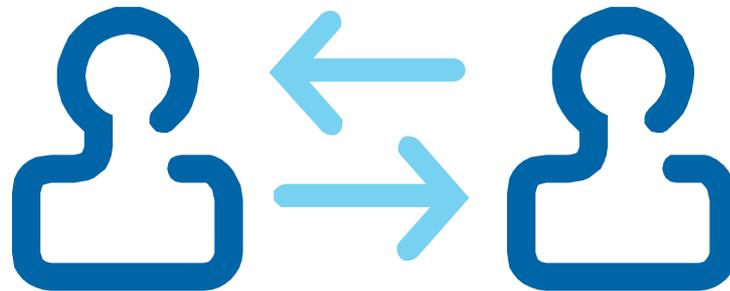
- Distribute brochures or posters
 - Make public service announcements on television, radio, or newspaper
 - Advertise! Advertise! Advertise!
 - Speak to community groups (e.g., faith-based, neighborhood groups, community forums)
 - Post to online venues (e.g., Websites, Twitter, YouTube, Facebook, blogs, etc.)
 - Word of mouth - “The personal ask”
 - Talk to current volunteers, staff, and board members
 - Set up a booth at a local events (e.g., farmers markets, festivals, etc.)
- *Refer to handouts for more ideas*

Online Recruitment

- What are current trends related to online technology?
- What are the benefits of using online technology to recruit volunteers?
- What are some online tools that can be used to recruit volunteers?



Interview and match volunteers to the appropriate positions



The Many Reasons Why We Interview Volunteers

- Ensure applicant meets minimum requirements
- Determine support the individual needs (orientation, type of supervision)
- Develops relationship with applicant
- Applicant learns about the organization
- Applicant and interviewer determine fit for position



Orientation & Training

Orientation

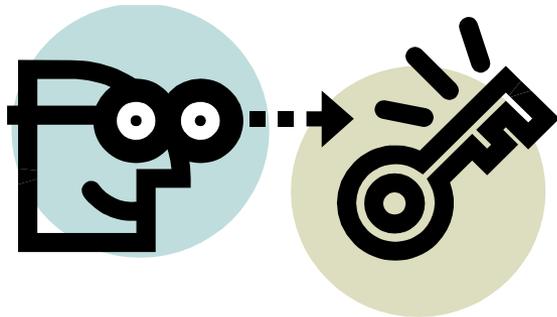
- Provides volunteers with information about the organization, the volunteer program and how volunteers fit into the mission of the organization

Training

- Provides volunteers with specific knowledge, skills and attitudes they will need to effectively perform specific roles/duties

Orientation

“Orientation is the process of making volunteers feel comfortable with and understand the workings of the organization...and to let them understand how they can contribute to the purpose of the organization”



McCurley & Lynch, *Volunteer Management*, 2006

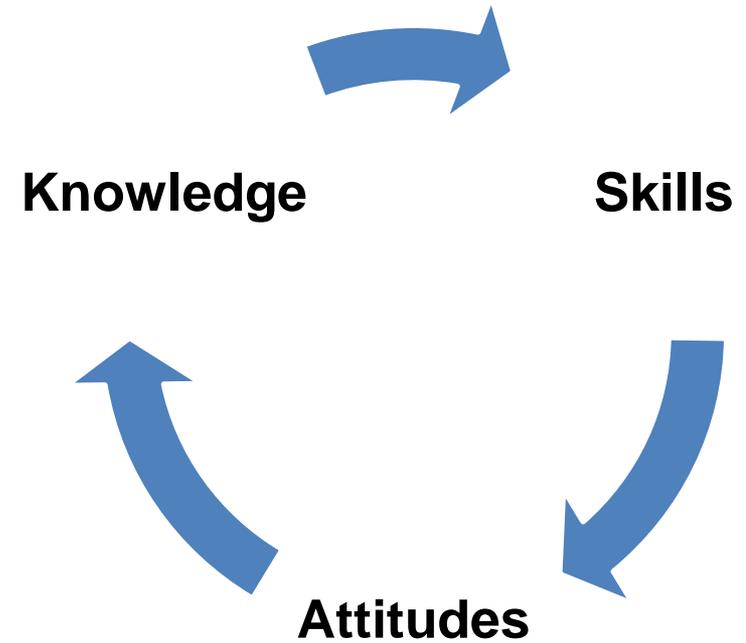
Cause, System and Social Orientation

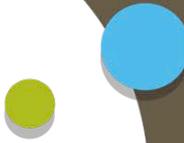
- Cause - Introduces the volunteers to the mission and purpose of the organization. What information would you want to share?
- System - Introduces organizational structure and systems, and situates the volunteer role within the organization as it relates to the mission of the organization.
- Social - Introduces the volunteer to the social context/ community they are being invited to join.



Training

The process of providing volunteers with the ability to perform specific types of work





Steps in Supervising Volunteers

- **Step 1:** Define and Communicate Clear Expectations
- **Step 2:** Guide and Support Volunteers
- **Step 3:** Ensure that Volunteers Feel Rewarded and Recognized





Dealing With Difficult Volunteers

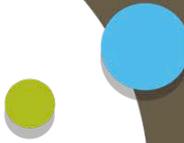
- Sometimes volunteers behave inappropriately
- Although confronting volunteers can be difficult, it is necessary
- For the good of your program, problems must be addressed



Volunteer Retention

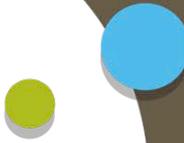
Retention is the end result of a well organized, welcoming, and meaningful volunteer assignment -- the cumulative effect of doing all the elements of volunteer management right.





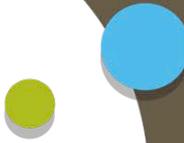
Why Volunteers Stay Committed

- They feel appreciated.
- They can see that their efforts make a difference.
- There are opportunities to deepen their level of involvement.
- There are opportunities for personal growth.
- They receive private and public recognition.



Why Volunteers Stay Committed

- They feel capable of handling tasks assigned to them.
- They enjoy a sense of belonging and teamwork among colleagues.
- They are involved in the administrative process, such as problem solving.
- They recognize that something significant is happening because of the organization's existence.
- Their personal needs are met.



Thank You for Participating!

Email: lcade@volunteerhr.org

Phone: 757-624-2400