Slide 1

https://pixabay.com/illustrations/lantern-lamp-colorful-light-1160009/

Volunteer Management

Developed by Dr. Suzanna Windon
Department of Agricultural Economics, Sociology, and Education

PennState Extension

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Slide 2

Learning Objectives of the Session:

- Current studies overview (across the presentation)
- Recognize trends that redefined 21st-century volunteers
- Understand the motives of people who volunteer
- Apply the Volunteer Management Model
- Utilize strategies for how to recruit volunteers and foster inner volunteer motivation to stay.
- How to deal with a "bad" volunteer
- *Bonus slides*: Use Covid-19 Strategies for Volunteer Best Practices
- Review Resources for Volunteer Management

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Slide 3

What percent of your volunteers are retained during COVID Pandemic? (Chat Box)

- A) 0-25%
- B) 26-50%
- C) 51-80%
- D) More then 80%

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Slide 4

Study 1. Volunteer Stewardship Action-Taking Experiences and their Leadership Competencies during the COVID-19 Pandemic
(accepted for publication: Journal of Leadership Education)

- Investing in Extension volunteer leadership and other development pays socially and economically back. For example, the economic value of the Master Gardeners' contribution as the leader-educators can reach $9,000,000 (Strong & Harder, 2011).
- Master Gardener (MG) and Master Watershed (MW) volunteer programs operate by providing gardening and watershed education and preparing their program participants to take the volunteer leadership roles in their communities (Conway et al., 2003; Dorn et al., 2018).
- During the COVID-19 pandemic, volunteers supported their communities by providing their services in varied areas including healthcare (Pickell et al., 2020), public well-being (Kwan et al., 2021), education (Iyengar, 2021), cooperative extension, and food supply (Osafo, 2021).

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Slide 5

Method

Target population - 3000 Penn State Extension MG and MW volunteers.

Online survey

We collected the data in spring 2021.

The final data set included responses from 1196 Penn State MG and MW, providing a response rate of 39.9%.

Nearly 84 % of participants represented MG volunteers, and 16 % reported that were MW Stewards.

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Slide 6

Volunteer Leader-Educators' Stewardship Action-Taking Experiences During the Covid-19 Pandemic
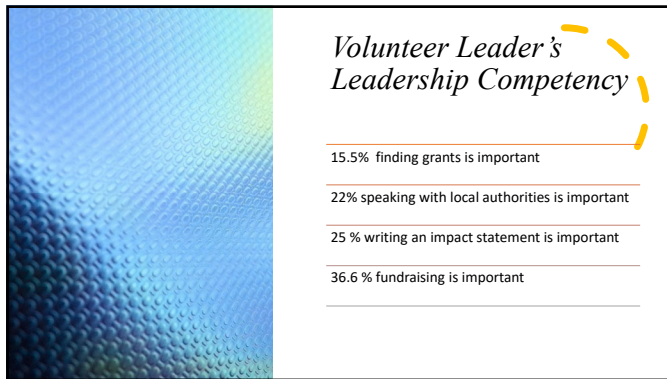
- 70% - Never raised awareness about their community financial issues
- 83% Never or very rarely developed or delivered educational modules
- 70.3% Never or very rarely raised awareness about local issues
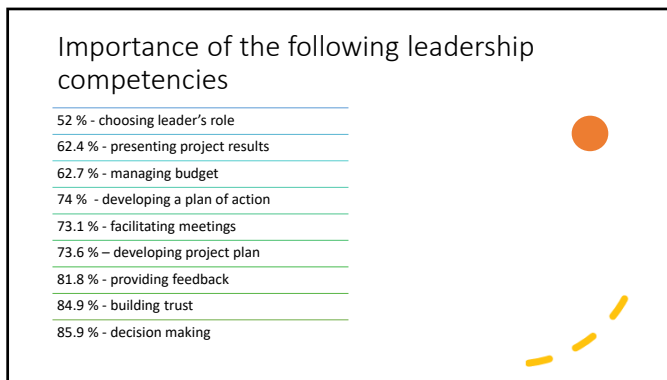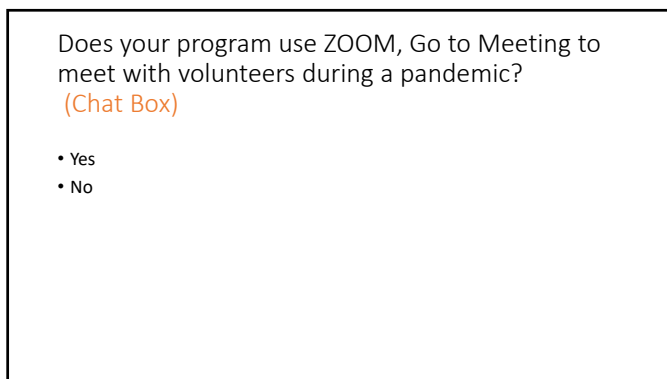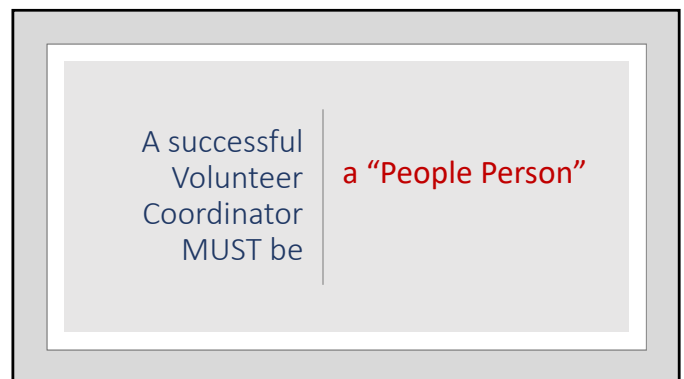- 55% Frequently spend some time for self-education

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Slide 7

Volunteer Leader's Leadership Competency

15.5% finding grants is important

22% speaking with local authorities is important

25 % writing an impact statement is important

36.6 % fundraising is important

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Slide 8

Importance of the following leadership competencies

50.4% - RECRUITING VOLUNTEERS

50% - IDENTIFYING VOLUNTEERS

54.4 % - MANAGING CONFLICTS

66.7% - MOTIVATING VOLUNTEERS

67% – ASSESSING VOLUNTEER PERFORMANCE

74.8% – SUPERVISING VOLUNTEERS

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Slide 9

Importance of the following leadership competencies

52 % - choosing leader's role

62.4 % - presenting project results

62.7 % - managing budget

74 % - developing a plan of action

73.1 % - facilitating meetings

73.6 % – developing project plan

81.8 % - providing feedback

84.9 % - building trust

85.9 % - decision making

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Slide 10

Volunteer leadership competencies can explain approximately 11 % of the variation in volunteer stewardship action-taking experiences during the COVID-19 pandemic.

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Slide 11

Does your program use ZOOM, Go to Meeting to meet with volunteers during a pandemic?
(Chat Box)

• Yes
• No

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Slide 12

A successful Volunteer Coordinator MUST be | a "People Person"

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Slide 13

- Where have all the volunteers gone?
- What motivates people to volunteer?
- Why are people less likely to volunteer?
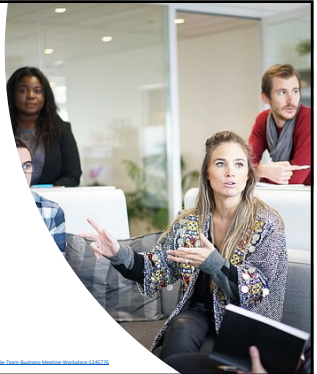- What is up with the younger generations of volunteers?

Sound familiar?

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Slide 14

A Profile of the New Breed of Volunteer

The new breed of volunteer:

- Is very busy, has many obligations, and often volunteers for multiple organizations
- Wants flexibility
- Expects to be experience personal and professional development
- Will not tolerate working alongside incompetent volunteers
- Is tech-savvy
- Doesn't want to simply make a contribution; the new volunteer wants to make a difference
- Doesn't want to be micromanaged

https://www.maxpixel.net/Business-People-Team-Business-Meeting-Workplace-1245776

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Slide 15

Volunteering Statistics

USA

- 25.1% volunteered between 2017 (63 million, 7.9 billion hours, median 52 volunteer hours) and contributed $184 billion of service
- Age: 35-45 (28%) and 20-24 (18.4%)
- Women volunteer at higher rates (27.8%) than men (21.8%).
- Race: white (26.4%), blacks (19.3%), Asian (17.9%), Hispanic (15.5%)
- Organizations: religious (34%), educational or youth-related services (26%), social or community organizations (14.9%, health organizations -7.3)

•42.1% of people became volunteers with their main organization after being asked to volunteer.

Pennsylvania

- Pennsylvania (2015) – 28% (3.04 million, 31.8 volunteer hours per capita, $7.7 billion

Sources:
Bureau of Labor Statistics, 2017;
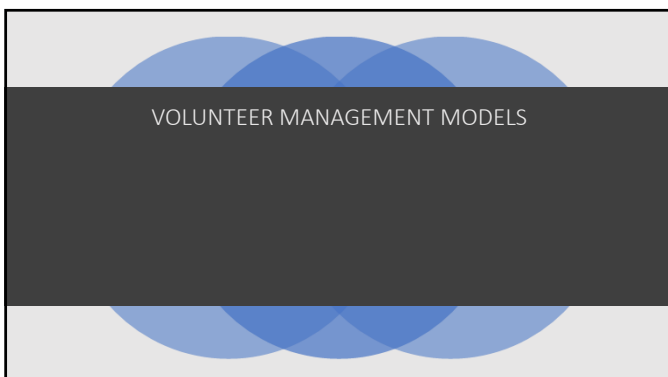Corporation for National and Community Service, 2017,
Dr. Rama Radhakrishna

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Slide 16

Serve Ohio
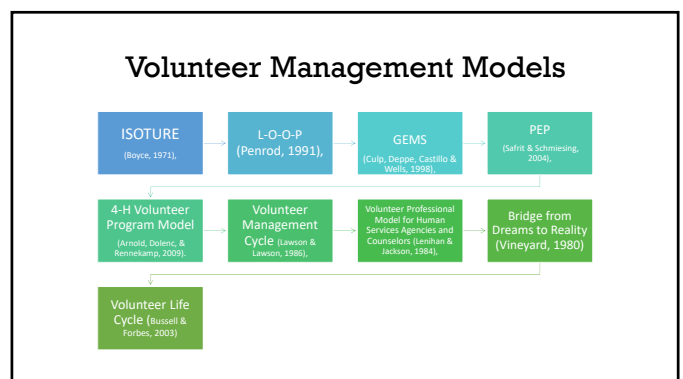(Ohio Commission on Service and Volunteers 2020/2021)

- **3,052,430 volunteers** contribute **278.0 million hours** of service
- **33.2%** of residents volunteer, ranking them **23rd** among states
- Volunteer service is worth an estimated **$6.7 billion**
- **57.4%** of residents do favors for neighbors
- **20.8%** of residents do something positive for the neighborhood
- **32.2%** of residents participate in local groups or organizations
- **59.3%** of residents donate $25 or more to charity

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VOLUNTEER MANAGEMENT MODELS

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Slide 18

Volunteer Management Models

ISOTURE (Boyce, 1971),	L-O-O-P (Penrod, 1991),	GEMS (Culp, Deppe, Castillo & Wells, 1998)	PEP (Safrit & Schmiesing, 2004),
4-H Volunteer Program Model (Arnold, Dolenc, & Rennekamp, 2009).	Volunteer Management Cycle (Lawson & Lawson, 1986),	Volunteer Professional Model for Human Services Agencies and Counselors (Lenihan & Jackson, 1984),	Bridge from Dreams to Reality (Vineyard, 1980)
Volunteer Life Cycle (Bussell & Forbes, 2003)			

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Slide 19

ISOTURE -Volunteer Development Model

- **I**dentify - assess the needs, identify the types of volunteers you need
- **S**elect - purpose, responsibilities, skills & knowledge, time, resources
- **O**rient –organization mission/vision and volunteer' goals
- **T**rain– professional development
- **U**tilization – communication, progress of work, feedback
- **R**ecognize – have fun (eat & learn together sessions), leadership role,
- **E**valuate – process evolution, outcome evaluation, economic impact evaluation

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Slide 20

Why do people volunteer in the first place?

Free source from https://pixabay.com/illustrations/fax-white-male-3d-model-isolated-1889016/

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Slide 21

Why Do People Volunteer In The First Place?

To help a family member

To do something different than their daily job

For Fun!!

To keep skills alive

As an excuse to do something they love

To donate their professional skills

As a family tradition

Because is no one else does it

To get the meals, transportation, or other benefits

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Slide 23

I have family members who are involved with the organization	57.1%	42.9%
I enjoy working with the community	42.2%	57.8%
I benefitted from Extension and wanted to give back to community	46.3%	53.7%
I was recruited	15%	85%
I have personal interest in the program subject matter	40.1%	59.9%

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Slide 24
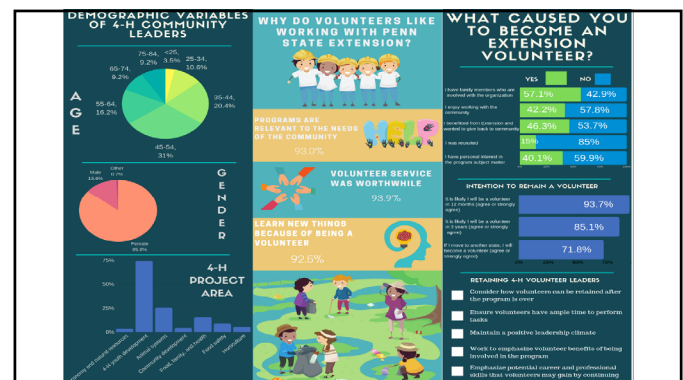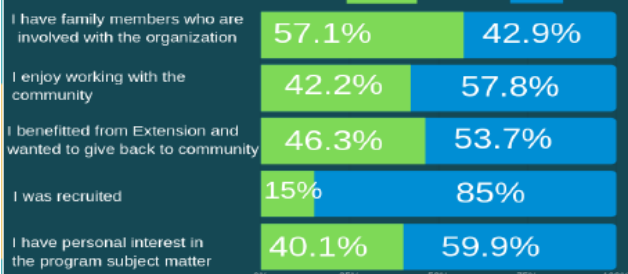
Implications & Examples
Recruitment and Motivation

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Slide 25

What strategies do you use to recruit volunteers for your program?   (Chat Box)

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Slide 26

Design Volunteer Assignment
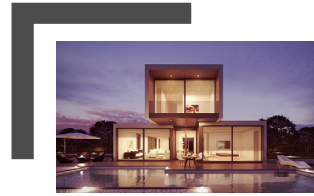
- Assignment must be challenging & creative
- Limited vision produces limited results
- Volunteer motivation correlates with volunteer job description

https://www.maxpixel.net/3d-Design-Architecture-Style-House-Interior-Design-1477041

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Slide 27

Position descriptions for episodic or traditional volunteers (Cassill and colleagues' (2012))

- Position title, the goal of position, and benefits of serving as a volunteer
- Sample of required activities
- Project title and timeframe
- Length of volunteer commitment (*one day, one week, month, year*) and hours of involvement (*hours per day, week, month, or year*)
- Schedule (*specific time or flexible*) and location
- Detailed qualifications
- Training information
- Supervisor's name, title, and contact information

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Slide 28

There are no rules where you can (or cannot) recruit!

Where to Look for Volunteers?

https://www.maxpixel.net/No-Parking-Traffic-Stopping-Rules-Street-Sign-1028317

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Slide 29

Concentrate on one volunteer job description at a time

Your recruitment Think Tank:

Instead of asking - "Where can we find people (in general)?"

Ask: - "Where in our community might we find people who have the skills (or background, or characteristics) according to this volunteer job description?"

The Process of Identifying Sources

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Slide 30

Creating Your "Circle of Resources"

www.maxpixel.net/static/photo/1x/Bokeh-Circles-Colors-Abstract-Background-1772984.jpg

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For Example: You need a volunteer who can do calligraphy

Ask yourself: - "Where can we find someone who is skilled at calligraphy?"

You might brainstorm a list like this:
- Art classes studying pen and ink
- Businesses that specialize in producing invitations
- Graphics departments of major corporations
- Local Freelance artist association
- European art society
- Large catering firms that also do invitations
- Companies with computers that do calligraphy
- Sign-making companies
- Art supply stores that sell calligraphy pens and inks

https://www.maxpixel.net/Writing-Scribe-Ink-Write-Fountain-Pen-Handwriting-1209121

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Where can we find people who are available Monday to Friday, 9:00 am to 5:00 pm?

Think about all the jobs that require:

- Shift Workers
- Evening Workers
- Weekend Workers
- Odd or "Free-to-Choose" Schedule
- The Self-Employed

https://www.maxpixel.net/Time-Management-Wristwatch-Shifting-Spanner-2135219

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Four Key Principles of Volunteer Recruitment

Success in recruitment - creative thinking

Focus on each job description separately.

There are no rules where you can or cannot recruit

Start with the sources that attract you

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Please name one or two factors/ reasons/issues behind volunteer turnover

Free source from https://pixabay.com/illustrations/fax-white-male-3d-model-isolated-1889016/

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Volunteer Motivation

- How to manage volunteers once you get them?

- What is going to motivate them to stick around?

Obviously not the pay!

https://pixabay.com/photos/ladybug-beetle-coccinellidae-insect-1480102/

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Briefly describe how you retain your volunteers. How do you get them to stay?

Use a Chat box

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Slide 37

The Role of Volunteer-Friendly Environment in Retaining Volunteers is Huge

Pleasant and comfortable environment for our volunteers are important

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Slide 38

When a volunteer enters your facility, are they:

- A. Acknowledged immediately with a friendly smile?
- B. Ignored until they press the issue?

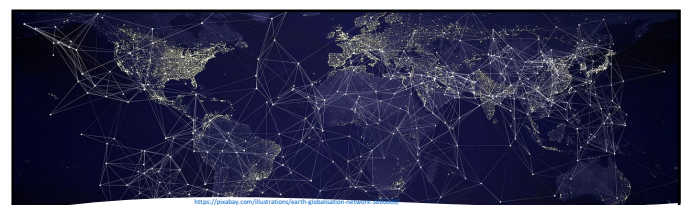https://pixabay.com/vectors/question-questions-man-head-2519654/

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Slide 39
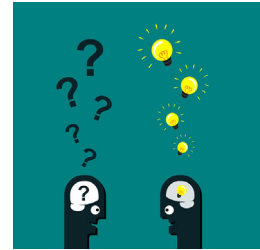
During the gathering, does your staff:

A. Involve your volunteers in conversation
B. Ignore the volunteers

https://pixabay.com/illustrations/idea-world-pen-eraser-paper-1880978/

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Slide 40

https://pixabay.com/illustrations/earth-globalisation-network-3537401

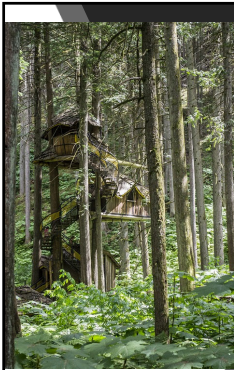**Strategies for how to effectively communicate**

- Get to know your volunteers
- Be specific
- Be polite
- Host group meetings and get-togethers
- Give volunteers opportunities to voice opinions

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Slide 41

Real Story

Dear Angela,

We really missed you at our last meeting. We appreciate your input into our discussion and how much we all depend on your expertise.

Thanks,
Ralph (*Chairman*)

She didn't send her letter of resignation

Your role is to create a culture that stimulates the inner motivation of each volunteer

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Slide 42

What can you do from the outside to arouse that inner motivation?

- Discover what motivates volunteers?
- Give regular feedback. Without feedback volunteers don't know where they stand
- Offer special privileges or perks. Perks help retention
- Send volunteers to conferences
- Provide on-the-job vocational training

https://www.maxpixel.net/Harmony-Wellness-Feel-At-Home-Recovery-Bless-You-594181

42
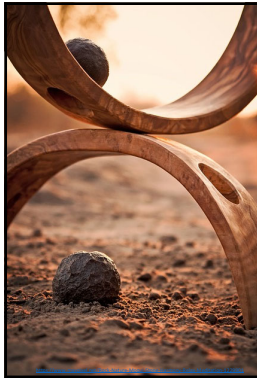
Foster Volunteer Success

- Engage in Strategic Planning
- Move Volunteer training to the Top of your TO DO list
- Give your volunteer a place to grow
- Show equal value to volunteer and paid staff
- Print a poster/bulletin "Volunteer Success Story" (Monthly) with picture and how volunteer handled a situation or had a success
- Establish an ongoing volunteer training program

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How to Deal with a Bad Volunteer:

- In volunteer-utilizing organizations, it is often complicated to address and rectify the situation, as it can be difficult to sever ties with a volunteer, especially when 66% of volunteers have decreased the amount of time they volunteer or stopped entirely during COVID-19 (Fidelity Charitable, 2020).

- In this situation, removing or firing an underperforming or negative volunteer can become more complex.

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Why do Volunteers Become Problematic?

According to Mark Tarallo, a senior editor at Security Management Magazine, there are four main reasons that a volunteer may become problematic for an organization.

- Lack of, or inadequate communication and feedback from supervisors
- Negative supervisor attitude
- Lack of volunteer engagement with the assigned task or job
- Poor personality traits (ex. negativity, egotism, petulance)

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Negative supervisor attitude

- Be open to feedback and criticism from volunteers
- Provide constructive criticism in a motivational and supportive way; emphasize the good things your volunteers are doing along with the bad.
- Separate personal feelings from professional interactions with volunteers

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Lack of volunteer engagement with the assigned task or job

- Get to know your volunteers' strengths and weaknesses to ensure you are assigning appropriate tasks
- Reassign or reorganize organizational tasks to provide volunteers with new responsibilities and challenges based on their knowledge and skills
- Allow and encourage volunteers to take some time away from the task or the job when it seems they are struggling to stay engaged

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Poor Personality Traits (ex. negativity, egotism, petulance)

- Recognize and privately inform the volunteer of their poor performance or negative attitude or actions because they may not be aware of them themselves
- Make sure that you as a volunteer coordinator is sensitive to volunteer personal situations and take that into account when addressing behavior
- Encourage volunteers to consider the consequences of their actions in terms of the negative effects on others and the organization

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How Do We Cut Ties with a Volunteer? (Adapted from Branson & Long, (1992) and Fox & Sheeran, (2009))

1. Make sure you **document everything** including formal warnings, probation notices, inappropriate actions, examples of misconduct, etc.
2. Meet face-to-face with the volunteer if possible and preferably as a group rather than one-on-one. In the meeting, clearly outline the reasons for their termination based on your organizational policy.
3. During the meeting **do not try to argue or debate the volunteer**, remain committed to your stance, and **remember that silence, in this case, is perfectly fine.**
4. Provide a **formal letter of termination**, especially if the volunteer must return organizational property or take specific actions the following termination.
5. If the termination is due to circumstances associated with poor fit or match, try to provide the volunteer with other opportunities that may better suit their skills.

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Study # 2

- The purpose of this study was to investigate Penn State Extension educators' volunteer management needs and preferred professional development delivery methods.
- The study participants were Penn State Extension educators. The final data set included responses from 92 educators

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The top five preferable professional development needs among Extension educators

- communication with volunteers (73.9%),
- volunteer motivation (68.2%),
- training volunteers (67.4%),
- risk management (64.4%)
- volunteer coaching (58.8%).

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The top three preferred professional development delivery methods

- webinars (70.8%),
- one-time in-service (in-person) training (64.1%),
- factsheets (62.9%).

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Strategies to improve trust-based communications during the crisis (COVID-19)

- Create and share a clear message.
- Shoot for accuracy and transparency.
- Make communication consistent.
- Ensure employees and volunteers feel secure.
- Ensure clients feel secure.
- Encourage collaboration.
- Make yourself available
- Foster a sense of community.

https://pixabay.com/illustrations/question-mark-mind-colorful-1456854/

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COVID-19 or Tips on how to engage with volunteers through tech

1. Engage volunteer via social media (share short story that ties in with your mission)

2. Quality vs. Quantity (be brief, people will read posts with 80 or less characters, one post /per day or two posts per week – be consistent)

3#. Online tools that help you communicate with volunteers:
- Content of work tasks, to keep up with everything – use Evernote https://evernote.com/
- Collaborate with Dropbox, https://www.dropbox.com/ 2GB is free; syncs changing drafts of the document content with your volunteers

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9

COVID-19 or Tips on how to engaging with volunteers through tech

4. Real time collaboration via Google Docs, give volunteers access to other volunteer calendar and documents to collaborate in real time

5. Use Doodle, https://www.doodle.com to identify time for your meeting, and use Google Calendar or other platforms for creating a meeting

6. Use a free online platforms for surveys -
  • Survey Monkey https://www.surveymonkey.com/
  • Google Forms https://www.google.com/forms/about/

7 Using Hootsuite your volunteers can work together to manage multiple social media profiles https://hootsuite.com/

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RESOURCES

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PennState Extension

Department of Agricultural Economics, Sociology, and Education

Volunteer Management & Leadership Tip Email

April 2020

Dear Readers,

Our thoughts are with all Extension and outreach educators who are navigating the COVID-19 crisis, as information changes day-to-day. We are diligently working to provide strategies and resources to help educators and leaders of volunteers deal with this quickly evolving situation. We encourage you to stay healthy to protect yourself, your family, and communities by learning new ways to work individually and collectively while adhering to social distancing. Use this situation as an incredible opportunity to be reflective and insightful in terms of how we can learn and grow from this experience. We would encourage you to think of this also as an opportunity for personal and professional growth in dynamic ways. This issue is devoted to best practices for virtual teamwork. As you read the tip email, consider strategies you may want to utilize to improve telework with your teams and volunteers.

As you know, the purpose of this Tip Email series is to provide you with brief information about specific topics in volunteer management and leadership. In this

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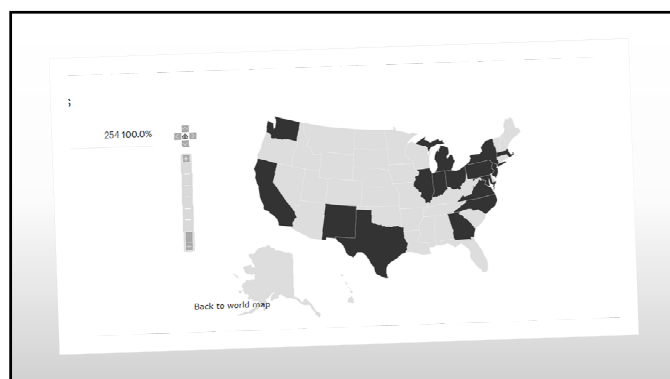Department of Agricultural Economics, Sociology, and Education

Source: https://www.imjournal.net/Orion-Nebula-Emission-Nebula-Constellation-Orion-11185

RESEARCH IN BRIEF

Volume 1 Issue 2

VOLUNTEER RECRUITMENT & RETENTION

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Volunteer Management and Leadership Tip Email
• https://mailchi.mp/e637d988734d/volunteer-management-tip-email-march2020-2710010

Research in Brief
• https://mailchi.mp/3db50cd4dbd2/research-in-brief-volume-1-issue-2

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Extension Articles

Suzanna Windon https://extension.psu.edu/suzanna-windon-ph-d

How to Deal with a Bad Volunteer: Challenges and Solutions
https://extension.psu.edu/how-to-deal-with-a-bad-volunteer-challenges-and-solutions

Negative Factors Affecting Telework and Strategies for Virtual Teamwork (April 13, 2020)
https://extension.psu.edu/negative-factors-affecting-telework-and-strategies-for-virtual-teamwork

Positive Youth Development / Strategies for Creating a 4-H Welcoming Environment October 25, 2019
https://extension.psu.edu/positive-youth-development-strategies-for-creating-a-4-h-welcoming-environment

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Extension Articles

Working with College Student Volunteers (March 3, 2020)
https://extension.psu.edu/working-with-college-student-volunteers

Establishing an Effective and Motivated Virtual Team (April 13, 2020)
https://extension.psu.edu/establishing-an-effective-and-motivated-virtual-team

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- McKee, J. R., & McKee, T. W. (2008). *The new breed: Understanding and equipping the 21st century volunteer*. Group.

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- Fidelity Charitable. (2020). *The Role of Volunteering in Philanthropy*.
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- Gallo, A. (2016, October 3). How to Manage a Toxic Employee. *Harvard Business Review*.
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Publications

Windon, S. Stollar, M., & Radhakrishna, R. (2021). Examining Volunteer Management Needs and Preferred Professional Development Delivery Methods Among Extension Educators. *Journal of Human Sciences and Extension, 9*(2), 115-134. https://www.jhseonline.com/article/view/1039

Windon, S.R., Stollar, M. K., & Radhakrishna, R. (2021). Assessing Leadership Development Needs of 4-H Volunteer Leaders. *Journal of Leadership Education, 20*(2). 10.12806/V20/I2/R10. https://journalofleadershiped.org/jole_articles/assessing-leadership-development-needs-of-4-h-volunteer-leaders/

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Thank You

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Volunteer Recruitment and Motivation session was developed by Dr. Suzanna Windon

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