

# VOLUNTEER MANAGEMENT BASICS PART II of II

- ONGOING SUPERVISION
- RECOGNITION
- RETENTION
- EVALUATION

THURSDAY  
AUGUST 1, 2019



JOVITA WOODRICH  
VOLUNTEER SERVICES  
DIRECTOR

volunteerflorida

# **VOLUNTEER FLORIDA**

**is the Governor's lead agency for volunteerism and national service in Florida. We're also the lead agency for volunteers and donations before, during and after disasters.**

---

Volunteer Florida strengthens Florida's communities through national service, **fostering volunteerism** and leveraging resources.

---

**Floridians are engaged,**  
communities are transformed  
and Florida is a better place to live.





volunteerflorida

# HOW CAN WE SUPPORT YOU?

**FUNDING OPPORTUNITIES**

**CAPACITY BUILDING:  
TRAINING, RESOURCES**

**VOLUNTEER CONNECT**

A collage of three photographs showing volunteers in action. The left photo shows a woman in a white shirt talking to a group of young soccer players in yellow jerseys. The middle photo shows a woman in a white shirt and gloves painting a wooden fence. The right photo shows a woman in a black shirt running with a group of children on a grassy field.

**MORE VISIBILITY. MORE VOLUNTEERS.**

Volunteer Florida is proud to introduce **VOLUNTEER CONNECT**, the state's official volunteer opportunities platform.

During the summer of 2019, nonprofits with 501(c)(3) status and government entities can register, participate in instructional webinars and training, and begin posting future volunteer opportunities.

[LEARN MORE ABOUT PARTNERSHIP](#)

**RECRUITMENT  
SCHEDULING  
MANAGEMENT**

**[www.volunteer.volunteerflorida.org](http://www.volunteer.volunteerflorida.org)**



**PROMOTE** volunteer opportunities,  
searchable by:

Date

Location

Issue area

Population/age group served

**SCHEDULE** volunteers by general  
availability or specific shift requests

**TRACK** volunteer sign-up, onsite  
attendance and service hours

**COMMUNICATE** with volunteer teams  
or individuals

**PARTICIPATE** in exclusive volunteer  
management trainings





# AGENDA

QUICK RECAP/VOLUNTEER  
MANAGEMENT CYCLE


MANAGEMENT

SUPERVISION

RECOGNITION, RETENTION

MEASURING VOLUNTEER IMPACT



A black and white photograph of a group of approximately 15 people, mostly women, gathered in a room. Some are seated at small square tables with chairs, while others are standing in the background. They are all smiling and looking towards the camera. The room has a textured wall on the left and a doorway or window on the right. The text "QUICK RECAP/VOLUNTEER MANAGEMENT CYCLE" is overlaid in large, white, bold, sans-serif capital letters across the center of the image.

# QUICK RECAP/VOLUNTEER MANAGEMENT CYCLE





***The health of a  
democratic society  
may be measured  
by the quality of  
functions  
performed by  
private citizens.***

Alexis De Tocqueville





# VOLUNTEERISM

**“... A CRUCIAL RENEWABLE RESOURCE..”**  
**“...A MUTUALLY BENEFICIAL EXPERIENCE...”**

## **WE DISCUSSED:**

**The importance of the language (with examples) we use to convey the vital nature of volunteer work to:**

- **Our communities**
- **Potential volunteers, existing volunteers**
- **Mission beneficiaries (people, the environment, historical sites, etc.)**
- **Senior management**
- **Donors**

# VOLUNTEERISM

~~NICE, BUT UNNECESSARY~~

CRITICAL, KEY, IMPORTANT, VITAL,  
ESSENTIAL, POWERFUL, VALUABLE,  
INDISPENSABLE, EXCITING, IMPACTFUL,  
COMPELLING, CORE

**CLEAR, COMPELLING LANGUAGE  
SHOULD BE USED STRATEGICALLY  
THROUGHOUT THE VOLUNTEER  
MANAGEMENT CYCLE.**

# VOLUNTEER MANAGEMENT FUNCTIONS





# **WE COVERED:**

**The value of volunteerism**

**Volunteer motivations**

**Vision, mission, values and principles as a  
framework for informing the volunteer  
management cycle**

**Strategically assessing organizational need,  
capacity and necessary support for enlisting  
volunteers**

**Policies and procedures: Necessary internally and externally**

**Planning before recruitment**

**Screening and determining best fit for volunteers**

**Position descriptions**

**Orientation and training**



volunteerflorida

# MANAGEMENT





***I am of the  
opinion that my  
life belongs to  
the community,  
and as long as  
I live it is my  
privilege to do  
for it whatever I  
can.***

GEORGE BERNARD  
SHAW





# VOLUNTEER MANAGEMENT: PREPARING STAFF

Paid staff in each department can be expected to know their own jobs, [but] be careful not to assume two important additional needs:

- That they truly understand the assignments of volunteers, and
- That they know *how* to do training, especially of part-time workers.





# **VOLUNTEER MANAGEMENT: WHAT SHOULD VOLUNTEERS EXPECT FROM YOU?**

- Foundational policies and procedures
- Orientation and training, expectations and responsibilities
- Equipment, Resources
- Support and guidance to accomplish goals and tasks
- Volunteer Bill of Rights

**MANAGEMENT IS CONTINUAL AND DYNAMIC**





# SUPERVISION





# VOLUNTEER MANAGEMENT: SUPERVISION

- Manage and monitor expectations
- **Pay attention** to small details
- Ask whether the role matches their needs, expectations
- Solicit feedback, confirm what you think you're hearing if there are concerns
- Remind volunteers regularly about impact





# VOLUNTEER MANAGEMENT: SUPERVISION

## WHEN WORKING WITH VOLUNTEERS:

- **Keep records:** who, what, when, where for incidences, recognition, risk management, evaluate
- **Dealing with difficult volunteers**







***It's not that  
I'm so smart,  
it's just that I  
stay with  
problems  
longer.***

**ALBERT  
EINSTEIN**









# **VOLUNTEER MANAGEMENT: SUPERVISION (EVALUATION)**

**Effective evaluation is conducted at regular intervals and draws information from a variety of sources:**

- Staff feedback
- Self-evaluations
- Program records

**The information presents a picture of the volunteer's effectiveness. The information should be shared with the volunteer in such a way that it:**

- Reinforces the volunteer's contributions
- Emphasizes the volunteer's impact on the organization
- Focuses on the volunteer's skills and accomplishments

# RECOGNITION & RETENTION







***The life of a  
republic lies  
certainly in the  
energy, virtue,  
and  
intelligence of  
its citizens.***

ANDREW JOHNSON



# VOLUNTEER MANAGEMENT: RECOGNITION

## CONSISTENCY APPROPRIATE TO ACHIEVEMENT

- Length of service, **impact**, personal touch
- Provide leadership opportunities
- Provide special interest materials to targeted volunteers.
- Send volunteers a tea bag in a card and ask them to enjoy a cup of tea in the quiet of their own home.





# VOLUNTEER MANAGEMENT: RECOGNITION

- Ask a volunteer to **speak at a volunteer meeting**, donor event, board meeting.
- Thank yous, **impact from clients and senior leadership**
- Send a note to the **volunteer's employer, family or friends**
- Send a note of congratulations for **personal achievements**.
- Use impactful quotes (and not the usual ones)



# VOLUNTEER MANAGEMENT: RECOGNITION

- Ask a volunteer to **speak at a volunteer meeting**, donor event, board meeting.
- Thank yous, **impact from clients and senior leadership**
- Send a note to the **volunteer's employer, family or friends**
- Send a note of congratulations for **personal achievements**.
- Use impactful quotes (and not the usual ones)





# VOLUNTEER MANAGEMENT: RECOGNITION

- Ask a volunteer to **co-present with a salaried professional** at a conference, workshop, or staff development
- Have **reserved seating** for volunteers at any event.
- **Surprise everyone** by bringing donuts or fresh coffee cake
- **Provide (good) coffee**, or great creamer options
- A \$5 gift card buys a small fancy drink at Starbucks. Do you notice one of your volunteers always brings in Starbucks?
- On application or in an interview: **Why do YOU volunteer?**

# THANK YOU, JORDAN



Because of your care and guidance, Hilary and Bill will  
experience more academic and personal success in college.

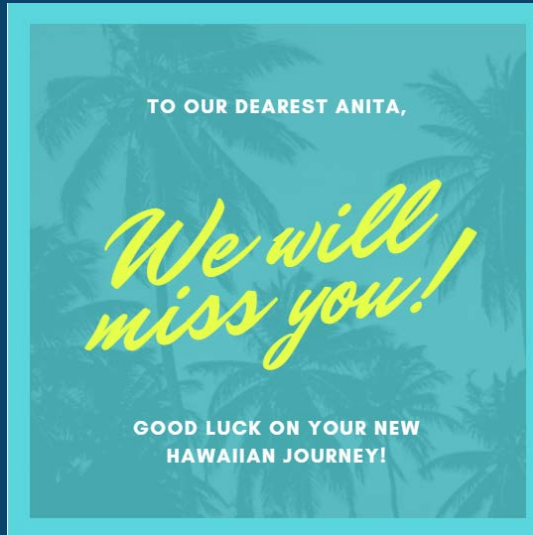
-VOLUNTEER FLORIDA, OCTOBER 2018





***No one is  
useless in  
this world  
who lightens  
the burdens  
of another.***

CHARLES  
DICKENS







**It's not enough to  
have lived. We  
should be  
determined to live  
for something. May  
I suggest that it be  
creating joy for  
others, sharing  
what we have for  
the betterment of  
person-kind,  
bringing hope to  
the lost and love to  
the lonely.**

LEO BUSCAGLIA

From  
I have  
the lovely  
Happy Birthday!  
Have a good one  
Brendan



# VOLUNTEER MANAGEMENT: RETENTION

- **Retention is (less expensive) than recruitment.** Do you already have opportunities available? Have you shared with existing volunteers?
- Proper screening is critical.
- ***“Charities that use volunteers to recruit other volunteers have higher retention rates. Having volunteers represent the charity implies trust, evidence of a positive organizational culture, and confidence that the charity provides a worthwhile experience for volunteers.”***



# MEASURING VOLUNTEER IMPACT







# VOLUTNEER MANAGEMENT: MEASURING VOLUTNEER IMPACT

## **BENEFITS:**

- Illustrates that volunteer work is sizable and creates significant economic value
- Informs effective management practices and decision-making about strategy and approach
- Describes the real value of volunteers
- Contributes to strong applications for funding
- Encourages existing volunteers and staff members





# **VOLUTNEER MANAGEMENT: MEASURING VOLUTNEER IMPACT**

## **WHAT WE TYPICALLY MEASURE:**

- **Number of persons who volunteer**
- **Type of volunteer work performed**
- **Number of hours volunteered**
- **Institutional setting of work performed**
- **Field of work**
- **Ongoing commitment to volunteering/Volunteer's history**



# VOLUTNEER MANAGEMENT: MEASURING VOLUTNEER IMPACT

- Continuous improvement as an organization: If you focus on only the number of volunteers and the number of hours served, the only things open to improvement are... the number of volunteers and the number of hours served!
- An increasing number of volunteers may not address the real need.
- Proof of retention/longevity- was something meaningful accomplished? If not, what is the value of the measure?
- Monetary measures- Wage comparison, averages, etc. are arbitrary ultimately.



# **VOLUTNEER MANAGEMENT: MEASURING VOLUTNEER IMPACT**

## **EFFECTIVE REPORTING:**

**Who?  
What?  
When?  
Where?  
Why?**

## **RELEVANT REPORTING:**

**How? What's next?  
So what?  
What problem are you solving?**





volunteerflorida

# **HOW CAN WE SUPPORT YOU?**

## **FUNDING OPPORTUNITIES**

**CAPACITY BUILDING:  
TRAINING, RESOURCES**

**VOLUNTEER CONNECT**

**Jovita Woodrich:**  
**[volunteer@volunteerflorida.org](mailto:volunteer@volunteerflorida.org)**