

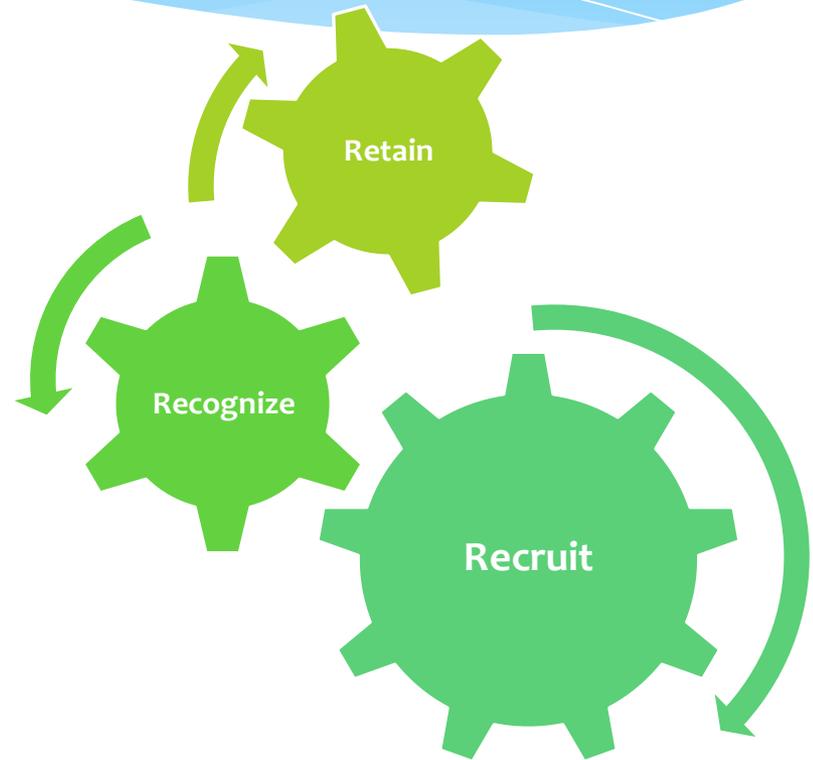
Volunteer Management Toolkit

Session 1: Recruit, Retain, and Recognize Volunteers



Overview

- * **Understanding Volunteers**
 - * McClelland's Social Motivators
- * **Planning for Volunteers**
 - * Job Descriptions
 - * Meals on Wheels Example
- * **Recruiting Volunteers**
 - * Sources of Underutilized Volunteers
 - * Make it Interesting
- * **Recognizing Volunteers**
 - * McClelland's
 - * 101 Ways to Recognize Volunteers



Understanding Volunteers

McClelland's Social Motivators

Toolkit Pages 32-34

What motivates
someone to volunteer?



Three Social Motivators:

need for achievement
need for affiliation
need for power

A person will act to satisfy the need that is strongest at any given time.



Achievement

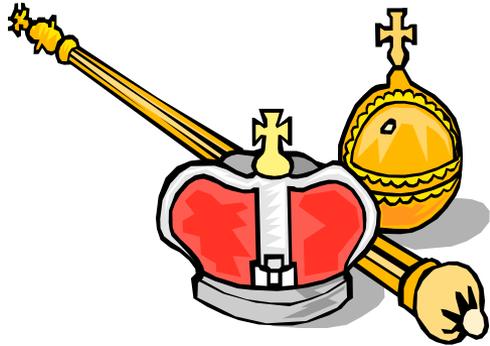
Desire for excellence

Wants to do a good job

Needs a sense of accomplishment

Wants to advance

Wants feedback



Influence

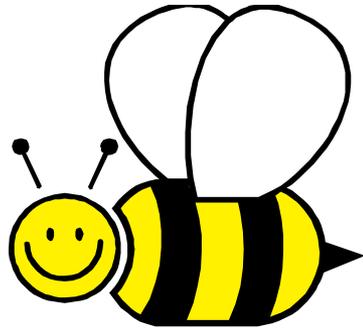
Likes to lead

Enjoys giving advice

Likes influencing an important project

Enjoys job status

Likes to have their ideas carried out



Affiliation

Likes to be popular

Likes to be well thought of

Enjoys and wants interaction

Dislikes being alone in work or play

Likes to help others

Desires harmony

MCCLELLAND'S SOCIAL MOTIVATORS

Adapted from *The Volunteer Development Toolbox*, 1993

Assessment tool:

Mark the statement that most closely matches your preference, most of the time. There are no wrong answers.

1. a. When doing a job, I prefer to have specific goals.
 b. I prefer to work alone, and I am eager to be my own boss.
 c. I feel a little uncomfortable when forced to work alone.
2. a. I go out of my way to make friends with people.
 b. I enjoy a good debate.
 c. After starting a task, I am not comfortable until it is completed.
3. a. I enjoy offering advice to others.
 b. I prefer to work in a group.
 c. I get satisfaction from seeing tangible results from my work.
4. a. I work best when there is some challenge involved.
 b. I would rather give direction than take direction from someone else.
 c. I am sensitive to others – especially when they are mad.
5. a. I like being able to influence decisions.
 b. I accept responsibility eagerly.
 c. I try to get personally involved with my superiors.
6. a. I place importance on my reputation or position.
 b. I have a desire to outperform others.
 c. I am concerned with being liked and accepted.
7. a. I enjoy and seek warm friendly friendships.
 b. I attempt complete involvement in a project.
 c. I want my ideas to predominate.
8. a. I desire unique accomplishments.
 b. It concerns me when I am being separated from others.
 c. I have a desire to influence others.
9. a. I think about consoling and helping others.
 b. I am verbally fluent and persuasive.
 c. I am restless and innovative.
10. a. I set goals and think about how to attain them.
 b. I think about ways to change people.
 c. I think a lot about my feelings and the feelings of others.

Assessment and Key Toolkit Pages 77-78

MCCLELLAND'S SOCIAL MOTIVATORS

Answer Key. Compare your answers and mark the appropriate motivation for each. Then, tally your answers at the bottom. Which social motivator is most prevalent?

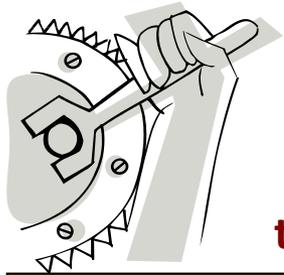
1. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Affiliation	1. <input type="checkbox"/> a. Influence <input type="checkbox"/> b. Achievement <input type="checkbox"/> c. Affiliation
2. <input type="checkbox"/> a. Affiliation <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Achievement	2. <input type="checkbox"/> a. Affiliation <input type="checkbox"/> b. Achievement <input type="checkbox"/> c. Influence
3. <input type="checkbox"/> a. Influence <input type="checkbox"/> b. Affiliation <input type="checkbox"/> c. Achievement	3. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Affiliation <input type="checkbox"/> c. Influence
4. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Affiliation	4. <input type="checkbox"/> a. Affiliation <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Achievement
5. <input type="checkbox"/> a. Influence <input type="checkbox"/> b. Achievement <input type="checkbox"/> c. Affiliation	5. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Affiliation

Tally your numbers:

ACHIEVEMENT: _____

INFLUENCE: _____

AFFILIATION: _____

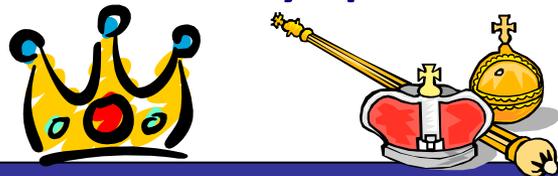


Move it:
I've got
things to DO

Git 'er Done!

Achievement

Ask me my opinion!



I'm Important!

Influence



**People
like me!**



**I Play Well
with Others!**

Affiliate

Planning for Volunteers

Job Descriptions

Toolkit Pages 38-40

How should I write a
Volunteer Job Description?

POSITION DESCRIPTION TEMPLATE

Position Title: _____

Reports to: _____

Position Overview: _____

Agency Purpose Statement: _____

Specific Tasks:

- 1.
- 2.
- 3.
- 4.
- 5.

Time Commitment: _____

Qualifications: _____

Skills Required: _____

Training Required: _____

Features and Benefits: _____

Other: _____

Template
Toolkit Page 99

Planning for Volunteers

* Meals on Wheels Example

**Meals on Wheels needs a Volunteer Jumper.
Thursdays, June –July, 11 am – 2 pm
Meet at MOW administration office.**

Write a position description....

Recruiting Volunteers

Recruitment Message

Toolkit Pages 6-14

How do I recruit
volunteers for my project?

Recruiting Volunteers

Reaching and Engaging Underutilized Volunteers:

Toolkit Pages 15-26

Reach out,
Promote everywhere,
Recognize trends,
and maximize the use of
underutilized volunteers

- * Episodic volunteers
- * Corporate volunteers
- * **Baby Boomers**
- * Families/Neighbors
- * Seniors
- * Communities of Faith

Recruiting Volunteers

Making Opportunities Interesting:

Toolkit Page 7

Example: Myakka River State Park needs 25 teen volunteers to meet on Saturday, March 8, from 9-2 PM to help rangers pull weeds. Meet rangers at entrance. Will provide water, gloves, tools, and T-shirts.

Recruiting Volunteers

Making Opportunities Interesting:

Toolkit Page 7

Revision: **Environmentalists, here's your chance!**

Blaze a new trail at Myakka River State Park this weekend. Meet the park rangers at the gate at 10 AM to pick up supplies. Hike through the woods with your friends to identify and remove exotic plants. The first 25 volunteers will receive **free T-shirts!**



Cemetery Restoration
Tidy Tombstones
DUST THE DEAD!

Recognizing Volunteers

Recognition by Social Motivators

Toolkit Page 34

How can we recognize
our volunteers?

Recognizing Volunteers

The three main motivators are the need for **achievement**, **influence** and **affiliation**.

People are motivated by a mix of these 3 needs.

Motivators are not just personality driven.
Certain things may motivate volunteers at certain times...but **RECOGNITION IS ALWAYS IMPORTANT!**

Recognizing Volunteers

Toolkit Page 34

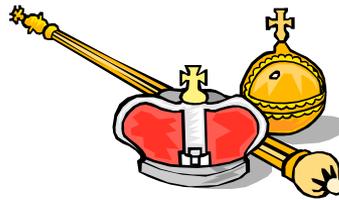
Match Recognition with Social Motivators



Tangible items
(plaque, certificate)

Letter of praise to their
employer

Nomination for an
award or honor



Give them an
impressive title

Name an award
after them

Give them a job with
increased authority



Note of thanks and/or
personalized gift

Throw them a social
gathering or party

Name/photo in the
newspaper or newsletter

RECOGNITION AS A RETENTION STRATEGY

101 ways Montanans can recognize volunteers

1. Smile
2. Put up a volunteer suggestion box
3. Treat to a soda
4. Reimburse assignment related expenses
5. Ask for a report
6. Volunteer Appreciation Day
7. Thank you letter form the Board of Directors
8. Plan annual ceremonial occasions
9. Send a birthday card
10. Arrange for discounts
11. Give service stripes
12. Send a note about them to serve.mt.gov
13. Maintain a coffee bar
14. Invite to staff meeting
15. Recognize/accommodate personal needs and problems
16. Be pleasant (even when you don't want to be)
17. Provide a babysitter or even a nursery
18. Post "Volunteer of the Week/Month/Year" in the reception lobby
19. Greet by name
20. Send a Thanksgiving Day card to the volunteer's family
21. Respect their wishes
22. Give informal teas
23. Keep challenging them
24. Take the time to explain and include volunteers
25. Provide pre-service training
26. Help develop self confidence
27. Award plaques to sponsoring groups
28. Be verbal
29. Motivate agency VIPs to converse with volunteers
30. Give volunteers notice about upcoming changes and events
31. Make sure they know your office door is open to them
32. Afford participation in team planning
33. Respect sensitivities
34. Enable to grow on the job
35. Enable to grow out of the job
36. Give additional responsibility and access
37. Provide free training, professional development opportunities and seminars related and unrelated to their volunteer assignments
38. Send newsworthy organization to the media
39. Have wine and cheese tasting parties for volunteers
40. Host a volunteer and staff potluck
41. Create a pleasant surroundings
42. Welcome to staff coffee breaks
43. Celebrate volunteer achievements in public
44. Enlist to mentor new recruits
45. Have a public reception
46. Take time to talk
47. Keep your promises and appointments
48. Articulate plans clearly and early
49. Send to a meeting as a representative of your agency
50. Take/make time to talk and to answer volunteers' questions
51. Defend against hostile or negative staff
52. Commend to supervisory staff

101 Ways Montanas can Recognize Volunteers: Toolkit Page 79-80

53. Recommend to prospective employer
54. Send a valentine
55. Admit to partnership with paid staff
56. Provide scholarships to volunteer conferences or workshops
57. Offer advocacy roles
58. Say thank you, and reaffirm what their work means to you, the agency, the clients and the community at-large
59. Provide opportunities to attend meetings or conferences with staff
60. Recommend that amazing volunteers apply for the Board of Directors
61. Utilize as consultants
62. Write thank you notes after projects, or just in appreciation
63. Invite participation in policy formation
64. Surprise with coffee and cake
65. Celebrate outstanding projects
66. Carefully math volunteer with job
67. Praise volunteers to their friends
68. Always say goodbye or goodnight
69. Plan staff and social events
70. Provide useful tools
71. Give access to the office machines and supplies
72. Rent a billboard for public laudation
73. Accept volunteers' individuality
74. Be honest and open with volunteers
75. Provide opportunities for evaluation
76. Maintain a meaningful file
77. Remind volunteers of their past accomplishments
78. Plan occasional extravaganzas
79. Utilize purchased newspaper space for recognition
80. Post a thank you on your website or Facebook page
81. Send a letter of appreciation to their employer, or family
82. Plan a "Recognition Edition" of your agency newsletter
83. Color code name tags to indicate particular achievements
84. Compliment your volunteers in front of them
85. Notice changes
86. Say "we missed you"
87. Distinguish between groups and individuals in the groups
88. Maintain safe working conditions
89. Walk volunteers to their cars, if at night
90. Be patient if asked to answer the same question many times
91. Award special citations for extraordinary achievements
92. Fully indoctrinate regarding the agency
93. Ask them to represent your agency for a radio interview
94. Be familiar with the details of their assignments
95. Be willing to speak on a volunteer's behalf, if asked
96. Conduct community-wide, inter-agency recognition events
97. Plan a theater party
98. Maintain a detailed service record on each volunteer
99. Host an outdoor party in the park
100. Smile and say "we couldn't have done this without you"
101. Say "thank you!"



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Development

Our all inclusive and **GUARANTEED** fee makes our development team affordable for every organization. Serendipity Solutions will draft grant proposals until your agency is awarded new funding that surpasses the fee for service.

Adraine Kreglo maintains a 68% success rate in securing international grant funding for nonprofit partners. Since establishing Serendipity Solutions, Adraine has raised more than \$4,000,000 for partnering organizations.

Training

1. Grant Writers are Nuts! (Grant-writing 101) is an interactive, basic course designed to take the fear out of drafting proposals. Participants have the opportunity to develop a grant outline and to look at grant applications from a reviewer's perspective.

2. Advanced Grant Writing is a ½ day workshop for experienced fund raising professionals who convene to draft a state or national grant proposal that can benefit several partnering organizations and your community at large.



Adraine Kreglo has been the ED for Volunteer Manatee in Bradenton FL for 20 years. She understands and is ready to help!

We offer **training** for new and experienced grant writers, in addition to **contracts** to write grants for our clients.

68%
Success
Rate!

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