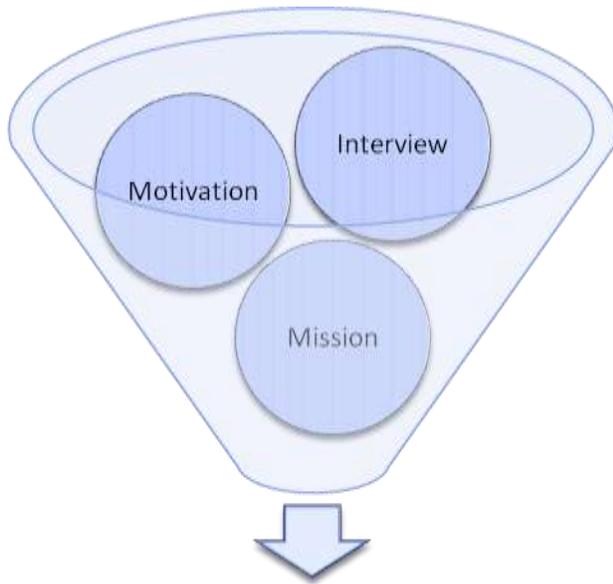


## VOLUNTEER MANAGEMENT COMPONENTS



Volunteer Match

# Orientation

### KEY POINTS *(Click here to go back to Table of Contents)*

- Why do people volunteer? [28](#)
- Interview and placement [29-30](#)
- Agency/Project introduction [31](#)
- Orientation outline [32](#)
- McClelland's Social motivators [33-34](#)

## WHY DO PEOPLE VOLUNTEER?

- **Because they were asked!**
- Sense of Duty
- Recognition
- Fun
- Networking
- Gain New Skills
- Career Planning/Professional Development
- Desire to Make a Difference
- Personal or Life Changing Experience

## Why **DON'T** people Volunteer?

- Never Asked
- Burnout
- Mismatched Skills
- Unclear Expectation
- Bad Treatment
- Little or no Recognition
- Too Busy

## INTERVIEW AND VOLUNTEER PLACEMENT

Your agency might not use a formal interview, or use the Social Motivators for determining placement for their volunteers.

That is OK. There are times when it is not appropriate or necessary.

For instance, when the participant only needs an onsite project briefing for a one day, large group event, and is not looking for a more regular volunteer role. Or, when a volunteer arrives and tells you in no uncertain terms that they want to serve in specific capacity.

However experience has shown that agencies that invest the time to interview and orient new volunteers have higher satisfaction ratings, loyalty and retention than organizations that do not. Social Motivators aside, here are some points to consider when determining how to place a volunteer eager to make a difference.

Match an experienced volunteer with a new volunteer for hands on, one-on-one training or mentoring.

Provide a guided tour of the organization so the volunteer feels more comfortable in the surroundings.

Discuss the background, mission, and goals of the agency; explain the daily activities and how the work will play an integral part in the “big picture.”

Be considerate about schedules when setting meeting and training times and dates.

Whether recruited at a community booth, or by a recruitment committee, it is important to be specific in the tasks that you assign a new volunteer, as new recruits may be intimidated by making decisions in unfamiliar territory. Before we get to volunteer job descriptions (see the Appendix) here are some sample interview/placement examples:

Whatever process you use for placement, here are some suggestions for personality-project role connections:

- **Outgoing Volunteers**

Direct client work, activities, patient visits, working with younger children, meal delivery, public relations, etc.

- **Quiet/Shy Volunteer**

Indirect client work, behind the scenes work, filing, copying, errand running, one-on-one work, general maintenance, record keeping, etc.

- **Creative Type Volunteer**

Marketing tasks, ideas to promote agency to youth and/or other demographics, art work, poster making, flyers, web and brand development, etc.

- **Groups of Volunteers**

Activity leaders/participants, sing-a-longs, yard work, food work, mass mailings, flyer distribution, etc.

## AGENCY/PROJECT INTRODUCTION

When a new volunteer joins your organization and attends an orientation, what do they want to know about your agency?

One day events, such as community festivals and environmental clean-ups may need only an on project site pep talk, safety speech and thank you, 20 minutes before the project. But long term volunteers who want to commit to your mission may want more information about what your organization does!

Basic format:

- Welcome
- Office Tour
- Meet the Staff
- Agency History
- Mission/Vision
  - Statistics about national and local issues
  - Current Goals
- Programs
  - How volunteers fit into the big picture
  - The importance of the volunteer work
- Process
  - Tracking and Reporting
  - Evaluation and Outcomes
- Safety and Risk Management
- Camaraderie and Networking
- Current Opportunities
- Website and Contact methods
- Publicity and Media Policies
- Open Q&A session

# ORIENTATION OUTLINE

## Volunteer orientation

Here is a general outline to consider when orienting volunteers to your mission, project, staff, process, and agency.

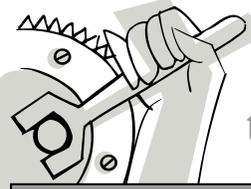
- **Interview and placement** – Volunteers may register with your organization virtually but it is important that you meet face to face at some point before you refer a volunteer for an event or an ongoing opportunity. You may need a volunteer greeter at a special fund raising concert only to find that the volunteer you are interviewing prefers to share his time in a library where it is quiet and calm.
- **Introduction (to volunteers)** – Roll out the red carpet to insure that your volunteers feel welcome and more importantly, respected, as a member of your organizational team. Give the volunteer a tour of your agency, if applicable. Introduce the volunteer to staff, board, and other constituents. Share promotional literature, program materials, and other information to help acquaint the volunteer with your goals.
- **McClelland's Social motivators** – A volunteer manager can ask a volunteer to spend 5 minutes completing the survey ([found in the Appendix](#)), and gain valuable insight into why this person is willing to share their time and talents to support the mission.

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**McClelland's Need Theory**, created by a psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power and affiliation affect the actions of people from a managerial context. It is often taught in classes concerning management or organizational behavior.

# McCLELLAND'S SOCIAL MOTIVATORS

According to McClelland, three overlapping drives motivate people.



**Move it:**  
I've got  
things to **DO**

**Get to WORK!**

## Need for **Achievement**

- Desire for excellence
- Wants to do a good job
- Needs a sense of accomplishment
- Wants to advance
- Desires feedback



**I'm Important!**

**Ask me my opinion!**

## Need for **Influence**

- Likes to lead
- Enjoys giving advice
- Enjoys job status
- Likes to see their ideas carried out
- Likes influencing important projects

**I Play Well  
with Others**



**People  
like me!**



## Need for **Affiliation**

- Likes to be popular/well thought of
- Enjoys and wants interaction
- Dislikes being alone in work or play
- Likes to help others
- Desires harmony

# MCCLELLAND'S SOCIAL MOTIVATORS

According to McClelland, here are the 3 social motivators and how they apply to volunteer placement and recognition.

- Need for **Achievement**

This volunteer will prefer assignments that have specific outcome targets, provide a new challenge, or likely to lead to self-improvement.

**Recognize by:**

Tangible items (plaque, certificate)  
Letter of praise to their employer  
Nomination for an award or honor

- Need for **Influence**

This volunteer will prefer positions that involve setting directions or providing advice, leadership positions, or advocacy.

**Recognize by:**

Give them an impressive title  
Name an award after them  
Give them a job with increased authority

- Need for **Affiliation**

This volunteer will prefer assignments that foster positive relationships and belonging to a larger group

**Recognize by:**

Note of thanks and/or personalized gift  
Throw them a social gathering or party  
Name/photo in the newspaper or newsletter