

VOLUNTEER MANAGEMENT COMPONENTS



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

- Develop an effective recruitment message [6-14](#)
- Promote through local and social media [15-21](#)
 - Promote online - Build Montana [16](#)
<http://www.mtnonprofit.org/buildmontana/>
- Trends in volunteerism [22-26](#)

DEVELOP AN EFFECTIVE RECRUITMENT MESSAGE

1. **Mirror your target group.** While your general recruitment message may be the same, changing the wording and your approach for different outlets will help reach wider audiences.
 - If recruiting corporate volunteers at a company meeting, it might be appropriate to wear business attire and use organizational language. However if trying to recruit youth or families through a community newsletter, don't focus on technical program outcomes. Appeal in more human terms about the need for and value of volunteer contributions, and who their service will benefit. This is especially important for social justice and social service non-profits. If recruiting college students at an on-campus booth, emphasize personal and professional skill development offered through the opportunity. Diversifying your presentation will help get military veterans, senior citizens, pet lovers, the athletically inclined, young professionals, and single parents to support the same cause or project.
2. **If YOU would not respond to the message, rewrite.** It is important to present volunteer opportunities as an extra-curricular activity, a social event, a way to learn marketable skills, and make new friends along the way....not simply as a duty, or extension of work. Projects that sound bland, tedious, and unappreciated may be incredibly important to your mission, but are naturally not going to inspire people to trade in their free time or commit to an agency. Don't be afraid to re-evaluate or rewrite!
3. **Work on your elevator speech.** Being able to clearly articulate your mission, need or request to strangers and supporters alike will create more interest in your projects and help generate new volunteers and funding.

Let's look at an example of how to reword actual volunteer requests into a more effective recruitment message targeting youth volunteers.

Original



- Myakka River State Park needs 25 volunteers to meet on Saturday, March 8, from 9:00 am – 2:00 pm to pull weeds so a new trail can be cleared. Meet rangers at entrance. We will provide water, gloves, tools, and T-Shirts.
- We need 5 volunteers to assist with bingo, serve ice cream and talk to residents on Sunday, March 9 from 2:00 – 4:00 pm at Westminster Asbury Retirement Center.
- Volunteers are needed to tutor math on Tuesdays, after school, for 2nd and 3rd graders at Blackburn Elementary School. Program runs from 2:45 – 4:00 pm. Contact Mrs. Blake for more information.

Modified



- Environmentalists, here's your chance! Blaze a new trail at Myakka River State Park this weekend! Meet the park rangers at the gate on Saturday at 9:00 am to pick up your supplies. Hike through the woods with your friends to identify and remove exotic plants....completing the first and most crucial step in trailblazing. You'll be clearing a path for people to enjoy for years to come! Bring a bag lunch - refreshments provided by the park. First 25 volunteers will receive free T-Shirts!
- **YOU** can make a difference in the lives of elderly residents on Sunday, March 9 by visiting Westminster Asbury Retirement Center (925 Manatee Avenue W in Bradenton) from 2 – 4 pm! Call Bingo games, host an ice cream social, and more importantly, interact, one on one with wonderful people who have fantastic stories to tell! Offer to write letters for them, ask them to share photographs of loved ones with you and simply take the time to listen to what they have to say. Open to the first 5 teens who respond!
- Even **YOU** can be a math tutor! Second and third graders at Blackburn Elementary in Palmetto want and need YOU to help them develop their math skills on Tuesdays, after school from 2:45 – 4:00 pm. Think about it...no matter how bad your math might be, they'll think you're brilliant! And who knows...you just might learn something by going back to the basics!

DEVELOP AN EFFECTIVE RECRUITMENT MESSAGE

Not your style? Too casual? While mirroring your audience is an effective strategy, tailoring your recruitment message does not have to put you out of your comfort zone. You can develop your own style through trial and error, considering your target and community, thinking about which projects were popular or had a high turnout, and evaluating why. But a general rule of thumb is to try to include the following in your message:

- Showcase the importance, the impact or the fun one can have by participating in the project, or with your organization in general.
- Make sure to highlight any marketable skills, networking or development opportunities afforded by your project. People volunteer for a variety of reasons, and knowing more about motivation (see Social Motivators in the Orientation section) can help you recruit, recognize and retain volunteers loyal to your mission.
- Clearly state the time commitment, physical requirements, and necessary training or materials a volunteer needs to bring to the project. Decrease frustration by being specific about expectations!
- Don't forget logistics such as parking instructions, directions to the address, on-site contact name and email or phone number. Maybe it doesn't need to be broadcast in the recruitment message, but it certainly needs to reach registered participants in advance.

Let's look at some more (formal) examples of recruitment messages.

[Example]

Dear [College Student Volunteer],

The _____ is a coalition of a diverse group of college students who promote youth volunteerism and civic engagement on various campuses. We are a strong network of future community leaders, offer many lecture and shadowing opportunities and we invite you to consider becoming a member!

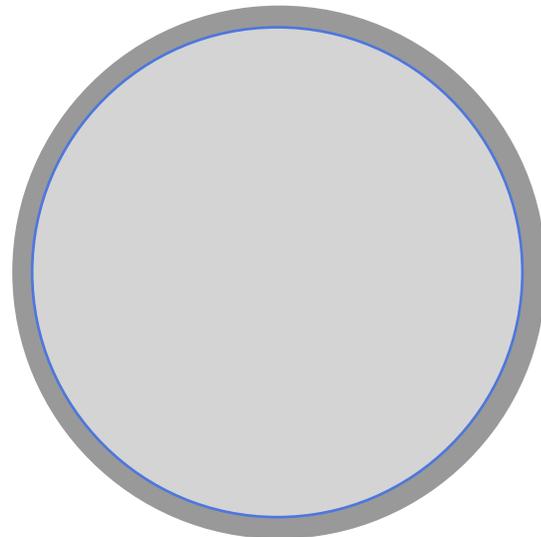
Since 2000, _____ has been implementing our mission to encourage and support _____'s youth in strengthening their communities through service and volunteerism. We meet six (6) times throughout the year at various locations. _____ members range in ages from 18 – 24, representing many colleges and universities in the state. Although members are not compensated for travel expenses, many schools support members' efforts by reimbursing any costs associated with council participation.

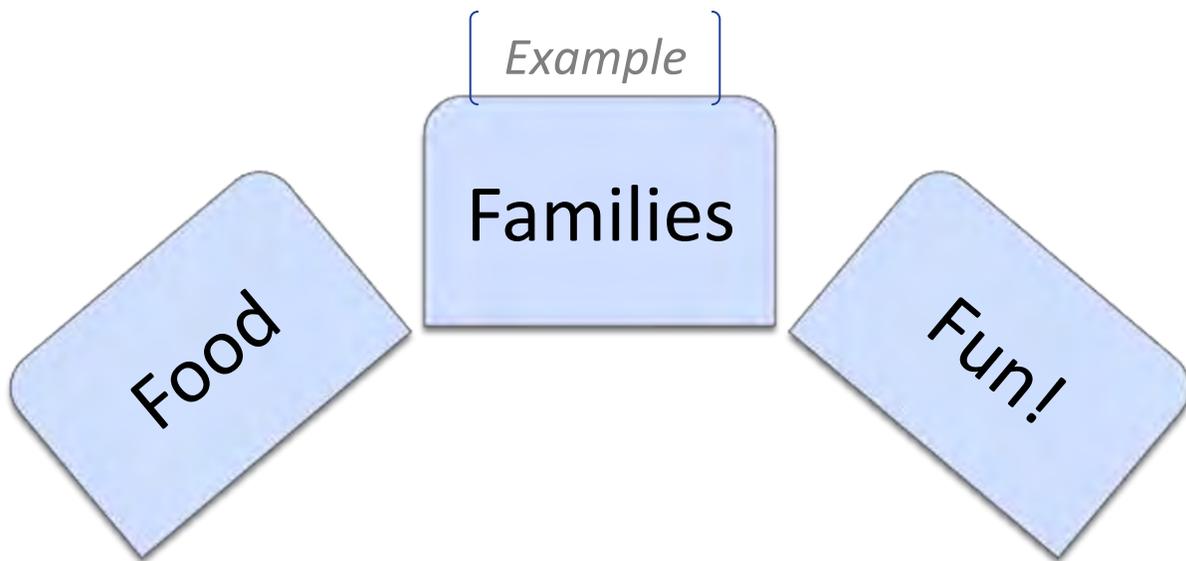
YOU can truly make a difference in improving the quality of life and meeting the needs of your community by joining _

_____.
I encourage you to take advantage of this opportunity!

Yours in Service,

[A commissioner, ED, board member or chair]





4th Annual Family Fest!

Saturday, July __, 2012

2:00pm-8:00pm

123 Street, Anytown

Come and celebrate the end of summer with your neighbors at _____ Middle School!

Program includes co-ed, friendly soccer and basketball games, a display of artwork by student and senior center artists, followed by an open talent show.

All your favorite fair food will be available and proceeds benefit

Volunteers get free hotdogs and drinks!

Volunteer positions available: **A perfect family volunteer opportunity!**

Children's booths and games
Seating set up/take down
Talent show set up
Lost and found table

Face painting
Parking
Bounce house
Referees

Art exhibition
Food concessions
Petting zoo
Registration

Please contact Sue at 333-333-3333 by July 17th to reserve your volunteer spot!

**A quick volunteer orientation will be at 1:30pm
See you on Saturday!**

[*Example*]

Are YOU prepared?

- What about your family? Community?
- Is your Business Continuity Plan current?
- Is your Evacuation Plan current?
- Your staff and volunteer disaster roles, procedures and protocol?
- Any changes to your staff, capacity or organization structure?
- **Time to get organized and take action.**

VOAD (Voluntary Organizations Active in Disasters)

- We will facilitate a discussion about roles and responsibilities for voluntary organizations active in disasters (VOAD).
- **The information will be compiled for publication. Please come prepared to speak about your organization's role in disaster Mitigation, Response and/or Recovery.**

Day: Friday, June ____, 2012

Time: 1000 to 1145 hours.

Place: County Administration Building,
123 Main Street, 5th Floor, EOC

Host: VOAD steering committee
and County Emergency Management

RSVP: Major. Hermes – Communications Coordinator
333.333.3333 (after 1800 hours);
HermesJR@____.org

[Example]

Are You Disaster Ready?

Learn how you and your family can raise awareness and get prepared!

host a fun, neighborhood party!!



ready.mt.gov

Volunteer to help organize a **Disaster Preparedness Training** in your community. The Governor's Office of Community Service can help sponsor your local event!

- ⇒ Get a Kit
 - Build an emergency supply kit
- ⇒ Make a Plan
 - Map Your Neighborhood
- ⇒ Be Informed
 - Share local information & register to volunteer

Neighbors are a valued source of information in every community!

For more information please call 406-444-9077 or email servevolunteer@mt.gov

[Example]



*In honor of the Dr. Martin Luther King, Jr.
National Day of Service*

Saturday, February __, 2013 9:30 AM. to 1:30 PM.

➔ **Riverside Community Center**

Route 111 and 34th Street, Anytown

Teams of teen, college students, and RSVP volunteers will visit the homes of senior citizens in the Riverside community to assess their home safety needs. Volunteers may select up to \$100 in items from the home safety inventory list to donate to the senior homeowners. Pick up the inventory at the Community Center and return to the senior's home to deliver items such as smoke alarms, fire extinguishers, flashlights, standing floor fans, space heaters, and more. All items are provided completely free of charge to the residents.

For more information, please call (333) 333-3333
or email us at volunteers@something.org

Volunteers are asked to arrive at the Community Center by **9:30 AM**
to take the Age Sensitivity training course.

[*Example*]

ONE DAY TRAINING OPPORTUNITY

Corporate Volunteering;

Delivering to the Corporate Sector

This one day program is being brought to your community through the _____ group, and focuses on the key success factors for strengthening and expanding employee volunteer programs based on the Standards of Excellence strategy.

Find out how employee volunteering can benefit the **company**, the **employees**, and the **community**. Learn strategies for approaching businesses in your community to engage them in corporate volunteering. This interactive one-day boot camp is designed to develop the capacity to provide strategic consultation services to businesses. Find out how to market yourself and your services to corporate clients and manage the relationship for long-term success in the business sector!

Who should attend? If you:

- currently work with corporate community partners
- want to establish a corporate program
- plan to work with businesses and employee volunteering
- are looking for ways to market your services to the corporate community
- want to expand your corporate services
- plan to offer consulting services to businesses
- plan to approach local businesses for funding

...YOU SHOULD ATTEND

August 21, 2012

9AM - 2PM

Community Center

123 Main Blvd

Anytown

(333) 333-3333

Reservation deadline: August 7, 2012

Rate: \$300 (non collaboration members)

Rate: \$30 (members, registered volunteers)

Contact Martha, Martha@something.org

PROMOTE THROUGH LOCAL AND SOCIAL MEDIA

Take advantage of technology.

In the past, generating media interest required only a press release and contacting the local paper with enough notice. Today, how people get their information has changed, so strategies have also changed.

- Utilize online tools and resources, such as Constant Contact or Facebook, to help streamline recruitment, event planning and contact management for volunteers. For example, getting people to like your Facebook page puts your status updates and requests directly in their home feed, which may reach potential volunteers more casually and more often than your website updates. Plus, it is free!
- Research shows few youth volunteers check their email with regularity. If trying to recruit youth, find a young volunteer willing to text or tweet your recruitment message and opportunities.
- Be sure to include keywords in articles you post that make your information searchable online. These keywords can help direct potential volunteers to your article and site. When writing, think about what a person would type into an engine if they were looking to get involved with something like your program or mission. Include those words in your message!
- Volunteers can help supplement your media list by starting or finding local blogs, social groups (such as local running groups or gardening collectives) and community newsletters to promote your opportunities.

Online recruitment sites.

Using web portals, you can reach a greater audience. If your partner agencies allow you to post on their sites, do so and allow them to post on yours. If your area has an organized recruitment source (such as a Volunteer Center) or recruitment site (such as Build Montana) put these sources to good use!

- Keep your website, Facebook, YouTube channel, Google+ or other online content current. The number one way people find your organization is online, so updating this information could be part a volunteer position.
- Timing is important. Take advantage of holiday spirit, or national/local momentum by scheduling/posting your events around Days of Service: MLK Day, National Volunteer Week, National Youth Service Day, Join Hands Day, 9/11 Day, Make a Difference Day, Veteran's Day, Family Volunteer Day, etc.



<http://www.mtnonprofit.org/buildmontana/>

The Governor's Office of Community Service encourages volunteerism and neighbors helping neighbors. Build Montana is a service of the Montana Nonprofit Association providing robust search capabilities for volunteer opportunities throughout Montana, aggregating over 16 national search sites into one search. This is a powerful online resource for the public to access opportunities to volunteer. Please join your peers and register your organization's events or search for volunteer opportunities in your community at www.buildmontana.org.



Develop and maintain community relationships.

Developing and maintaining your network and friendships through collaboration with other agencies is a great strategy to meet joint and community goals. These relationships are especially valuable when you or your community partners need letters of support, as each agency knows the scope of the other's work.

Relationships with your volunteers and your media contacts can also be mutually beneficial to nourish.

Inclusion is important.

Diversify opportunities (even if you have to get creative). If someone responds to your message, but can't perform the advertised function, have another opportunity on hand to offer. The more people involved with and talking about your agency in a positive light, the better!

- For example....Meals on Wheels. If a youth is too young to drive and deliver meals, they can be excellent "Jumpers" (to actually jump in and out of the car to deliver the meals to the doors, saving time); efficient office assistants; and impressive computer gurus.
- Another example...Disaster Response. Not everyone can lift logs, use a chainsaw or clear debris in the aftermath of a disaster, but there are a 1000 other ways a volunteer can help. A seated crew is needed to field calls and requests from residents and connect those requests to the spontaneous volunteers eager to do said sawing and lifting. Others are needed to talk to the media, organize supply drives at their churches, or offer to chaperone a playground while parents of children there volunteer on the project in a different capacity. Masseuses have been known to volunteer at the Volunteer Reception Centers (VRCs) in the aftermath, to offer stress relieving massages to emergency workers and volunteers! Singers, story-tellers, teachers, chefs, paperwork pros, organizers, followers, pet-lovers, translators, gardeners, and just friendly faces willing are all useful to in response and recovery, and a good volunteer manager will not only go out of their way to include anyone who takes the time to show up, but also make sure that each person feels valued, appreciated and knows that their time is well spent.

Stay relevant

Sure, you don't want to annoy current or potential volunteers with more emails, contact, and requests than their time, commitment or interest level can tolerate...but if you want to recruit, it is important that your community knows **who you are, what you do, and what you need**. Here are some tips.

- Create community awareness about your program by staying in the public's eye. In addition to mailing your press releases to every union, social club, newsletter and newspaper, use the volunteers you have to be everywhere.
 - Don't have a volunteer ready to network for you? Recruiting one (or several) can be your goal. Until then, represent your agency at every meeting or event you can get into.
 - If you have volunteers willing to assist in this capacity, great! Encourage them to open booths at community festivals, school job fairs; anywhere that potential volunteers can be found. A friendly volunteer can promote your initiative in a different light than you can.
- Make presentations to the hobby associations, fraternal organizations, school clubs, community center groups, and church circles unique to your community. The more diverse your volunteer base, the more potential volunteers your requests will reach.
- Word of mouth is a great way to recruit. If a volunteer enjoys your projects, activities, and events, they will talk about their experiences, and invite their friends, too. Your elevator speech can be developed into some talking points for volunteers and flyers, too.

- In terms of publicity, be strategic. In addition to planning your projects and announcements around holidays or national Days of Service to maximize momentum and interest, give the media what it wants.
 - For example, if you want television media, include an opportunity for something visual in your press release. An appeal that includes an interesting opportunity for a sound bite or package is more likely to make the evening news. Journalists may love your project, but they have a job to do – help give them something they can present.
 - “15 Firemen will perform a choreographed dance to ‘Singing in the rain’ to start off the Fire Safety event.”
 - “The highlight of the festival will be the largest Egg Hunt ever hosted in the state! More than 100 children under 6 are expected to attend and hunt for eggs.”
 - “Mrs. Johnson’s group of senior (70+) artists will set up an outdoor art display, 35 easels, hundreds of canvases and buckets of paint, to offer their use free to the public, during the Riverside Community Center’s Art Fest.”
 - If it’s print media, make a plea that is heartfelt, and promotes an angle - intergenerational, youth led, etc.
 - “A chance encounter at the store introduced high school sophomore Jim Doe and WW2 veteran Sara Smith. During their conversation, Sarah realized that her Church and his Key Club were both interested in restoring Pride Park. An exchange of information, a lot of collaboration and 6 months later, Sarah and Jim will co-host the re-opening ceremony this weekend.”

Quick, basic tips for outreach

Engagement, not presentation.

Engage volunteers by exchanging information. Learn about them and what their interests are and let them know about the organization.

Different strokes, for different folks.

Volunteers have different interests and needs, so different approaches are sometimes necessary. Don't assume someone wouldn't be suitable or interested in helping your cause, until you have asked. Give volunteers of all ages, capabilities and experience the opportunity to be included in your mission.

Once is never enough.

Follow up with people who show any interest. It takes time to build relationships.

Appeal to self-interest.

Discuss the programs of the organization that relate to the volunteers' professional, personal, or people skills. People respond best to things they know or have experienced. For example, retirees may be interested in bringing some aspect of their years of professional or personal experience in a specific field to your agency. However, they may want to branch off in some totally unrelated direction. Both can benefit your mission and community. Work with your volunteer. Discuss the skill building inherent in joining a board, public speaking, marketing, grant writing, negotiations, etc. for your agency.

Communication

- **Explain why a project is important, or how this fits into the mission.**
- **Always encourage questions.**
- **Training – develops skills a volunteer will need, but also gives you the opportunity to go over what is expected.**
- **Use media (the internet, newsletters, meetings, videos, etc.) to full potential; the more the merrier, when it comes to distribution!**

TRENDS IN VOLUNTEERISM

1. A high percentage of people volunteer episodically.

If your agency has had trouble recruiting long term volunteers, it may be time to restructure opportunities along with this trend into an episodic effort, to see if you get better results. Sometimes it just takes a little spin to completely change the tone and appeal of an opportunity.

2. The number of young people volunteering has increased.

If youth are usually not part of your volunteer target group, now may be the time to reconsider. Volunteer experience gives the chance to make friends and contacts outside of school and peer groups, and look good on resumes and college applications. With more emphasis on service, reaching out to schools, youth groups, families and individual students can open up a veritable army of potential volunteers for your organization.

3. The number of college students volunteering has decreased.

Maybe pitching opportunities through sociology professors or spinning the skill development aspect in your outreach can turn this trend around, if there is a campus in your community. Students want skills, so emphasize the service-learning and your willingness to write letters of recommendation for stellar volunteers.

4. The total number of adults volunteering has increased.

The current generation retiring is not as eager or content to stuff envelopes quietly in the background, 25 hours each and every week, for your agency as the previous generation was. Things are changing. Today's recent retirees have just as deep interest in the community, but they want to make use of their professional skills and see results in short-term projects. They want to be treated as your colleagues, not your assistants. Give them more control and let them use their own energy and networking to recruit!

TRENDS IN VOLUNTEERISM

Volunteer Rates by Age (2008-2010)								
	16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
Alaska	28.9%	20.0%	28.2%	41.0%	39.4%	39.7%	36.7%	26.7%
Idaho	32.9%	20.3%	28.3%	42.8%	40.6%	35.8%	38.6%	21.6%
Montana	21.9%	27.7%	33.6%	35.8%	33.5%	39.4%	39.2%	24.7%
Oregon	32.5%	21.2%	30.2%	40.8%	37.2%	34.4%	30.1%	23.0%
Washington	42.2%	22.4%	27.1%	42.9%	37.0%	35.1%	30.3%	24.9%
Wyoming	33.1%	32.4%	32.4%	33.9%	32.2%	32.7%	32.1%	21.0%

Montana at a Glance

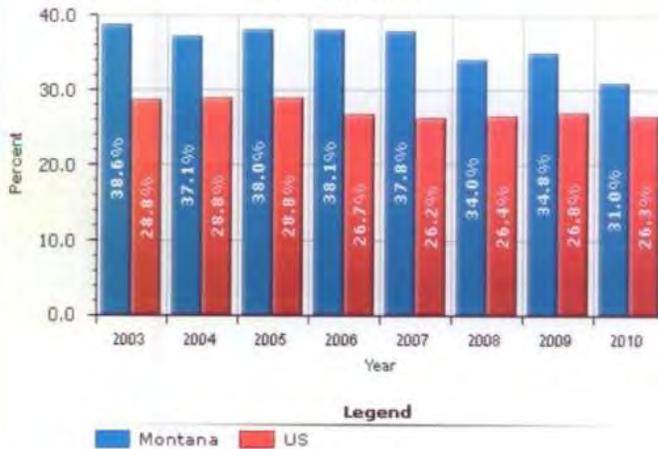


Senior Corps	Projects	Participants		Program Funding
Foster Grandparent Program	5	382		\$1,186,664
Retired and Senior Volunteer Program	14	4,681		\$796,863 ¹
Senior Companion Program	3	253		\$834,988
SENIOR CORPS TOTAL	22	5,316		\$2,818,515
AmeriCorps	Projects	Participants ²	Education Award ³	Program Funding
AmeriCorps State Competitive	3	1,051	\$2,025,603	\$2,538,937
AmeriCorps State Formula	5	164	\$361,807	\$695,132
AmeriCorps National	3	5	\$24,975	\$494,000 ⁴
AmeriCorps NCCC	6	N/A	N/A	- ⁵
AmeriCorps Fixed Amount Grant	11	113	\$102,983	-
AmeriCorps Indian Tribes	1	N/A	N/A	\$50,000
AmeriCorps VISTA	5	85	\$471,750	\$1,022,805
AMERICORPS TOTAL	34	1,418	\$2,987,119	\$4,800,874
Learn and Serve America	Grantees	Participants	Education Award	Program Funding
K-12 School-Based	2	961	N/A	\$421,174 ⁶
K-12 Community-Based	1	223	N/A	\$550,000
LEARN AND SERVE TOTAL	3	1,184	-	\$971,174
Other Funding	Grantees			Program Funding
Disability Outreach	1			\$106,947 ⁷
Program Development & Technical Assistance	1			\$97,750 ⁷
State Commission Administration	1			\$298,242 ⁷
OTHER FUNDING TOTAL	3	-	-	\$502,939
PROGRAM TOTALS	62	7,918	\$2,987,119	\$9,093,502
TOTAL CNCS FUNDING (including Segal AmeriCorps Education Awards)				\$12,080,621

Notes: The data shown represents a snapshot in time. CNCS project sites, participants, and funding change throughout the year, so the data may not reflect current conditions.

- ¹ RSVP funding levels reflect the actual amount awarded to each RSVP grantee in FY 2011. The FY 2011 budget reduction was implemented by either extending or compressing the grant period, with some grants receiving a 9-month budget period and others receiving a 15-month budget period.
- ² This figure represents the number of awarded positions available to be filled in the 2011 - 2012 program year. For AmeriCorps VISTA, this represents the actual number of AmeriCorps members in active service.
- ³ This figure represents the maximum potential value of Segal AmeriCorps Education Awards that can be earned by AmeriCorps members serving in Montana. The award can be used in any state to pay for college, graduate school, vocational training, or to pay back student loans. The education award total is included in total CNCS funding.
- ⁴ AmeriCorps National figures may include national programs headquartered in the state and/or operating sites of national programs that are headquartered in other states. Some national organizations do not report operating site data, or it wasn't available at time of publishing, so figures may not reflect current conditions.
- ⁵ Montana is served by the AmeriCorps NCCC campus located in Sacramento, California. In the past year, AmeriCorps NCCC teams have served on projects in Nevada City, Roundup, Great Falls, Pötsen, Helena, Kalispell.
- ⁶ Fiscal Year 2011 and 2012 funding was eliminated for Learn and Serve America but some programs are operating funded by previously approved multi-year grants.
- ⁷ Funding levels reflect Fiscal Year 2011 appropriations. Funding for this account was reduced in Fiscal Year 2012.

Volunteer Rate

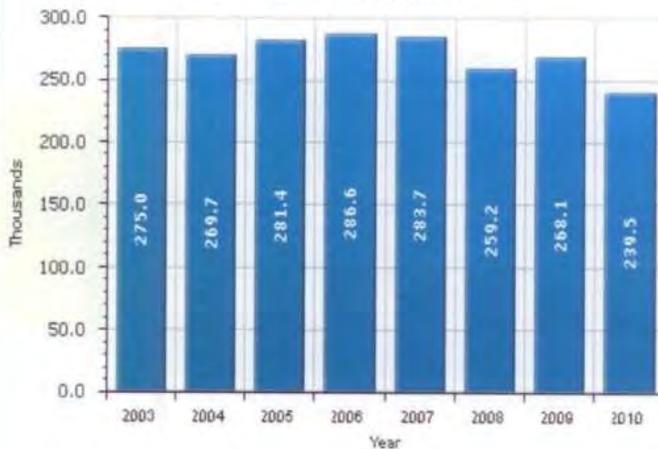


Trends and Highlights

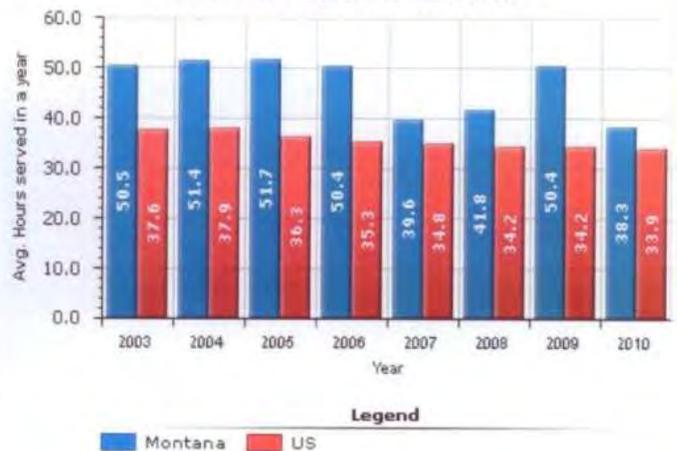
Based on single year data (2010)

- 239,468 Montana residents volunteered 29.6 million hours of service through or for a nonprofit or community organization in 2010.
- Service also takes place informally when people work with neighbors to address or fix a community issue. In 2010, 14.1 percent of Montana residents volunteered informally, totaling approximately 108,714 individuals.
- In Montana, more than 9,100 people participate in national service each year through 900 national service projects and programs. This year, the Corporation for National and Community Service (CNCS) will commit more than \$12,700,000 to support the national service initiatives (Senior Corps, AmeriCorps, Learn and Serve America, and other programs) in Montana.

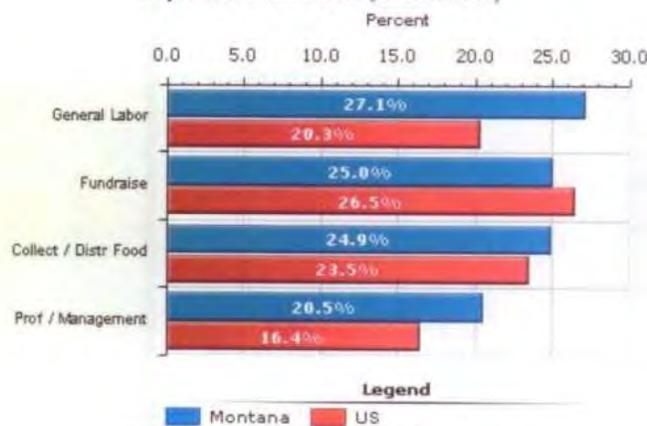
Number of Volunteers



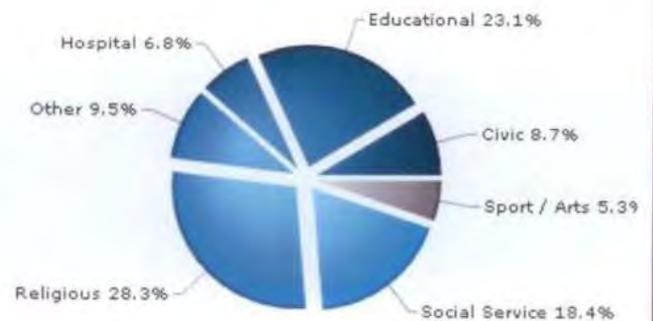
Volunteer Hours Per Resident



Top Four Activities (2008-2010)



Where People Volunteer (2008 to 2010)



these might not be the top four activities for the nation

Numbers in the chart don't add up to 100% because of rounding

* Not reported due to the sample size for this estimate.

TRENDS IN VOLUNTEERISM

Benefits to recruiting 55+:

- **Quantity**
 - There are 77 million people between the age of 50 and 65 in the United States. This is the largest cohort of the US Population; more than the population of Canada.

- **Resources**
 - 55+ can have abundant resources – time, talent, and treasures they can contribute now and as they begin to retire.
 - They are more educated than any other previous generation in the US; one-third of Boomers have a college degree.
 - They have more wealth than previous generations in the US.

- **Diversity**
 - 55+ represent a greater ethnic and religious diversity than previous generations.

- **Interest in Working**
 - Most (69%) plan to work in some capacity during retirement; only 28% expect not to work at all. More than 75% report that work is important to their self-esteem.

- **Already Volunteering**
 - 55+ are already volunteering at the highest rate in the country – 33.2 %, which is higher than the national average, 28.8%.

- **Longevity**
 - The average life expectancy is 83 years for people currently between the age of 50 and 65.

TRENDS IN VOLUNTEERISM

The changing paradigm of volunteering:

	Old Paradigm	New Paradigm
Volunteer Motivation	Civic Duty	Improve the world Find Personal Fulfillment
Pattern of Volunteering	Long term and regular	More short term, sporadic
Expectation of Reward	Low; seek mostly recognition/appreciation; some expense reimbursement	Higher; seek recognition/appreciation, expense reimbursement but possibly also cash equivalents or cash incentives
Relationship to the Organization	Strong identification; conforming and loyal	Loose identification; more individualistic and critical; more likely to walk away if unsatisfied
Manager's view of the Volunteer	Subordinate	Partner
Manager's Management Style	Command and control; top down; volunteer manager as "expert"	More participative and collaborative; focus on team-building and leadership development; manager as "facilitator"
Interviewing and Placement	Priority on organizational needs; limited knowledge of volunteer; some skill assessment	Better balance between organizational and volunteer needs; more thorough assessment process; focus on whole person
From Temple University's Center for Intergenerational Learning Training Network		