



# **Recruiting, Managing & Recognizing VOLUNTEERS**

# HELLO

my name is

- ✓ Your name
- ✓ Affiliate & position
- ✓ Biggest volunteer challenge



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# Today's Topics

- The Who, What & Why of Volunteers
- Volunteer Types, Motivations & Expectations
- Volunteer Recruitment
- Volunteer Recognition
- Volunteer Management
- Do's & Don'ts
- Next Steps



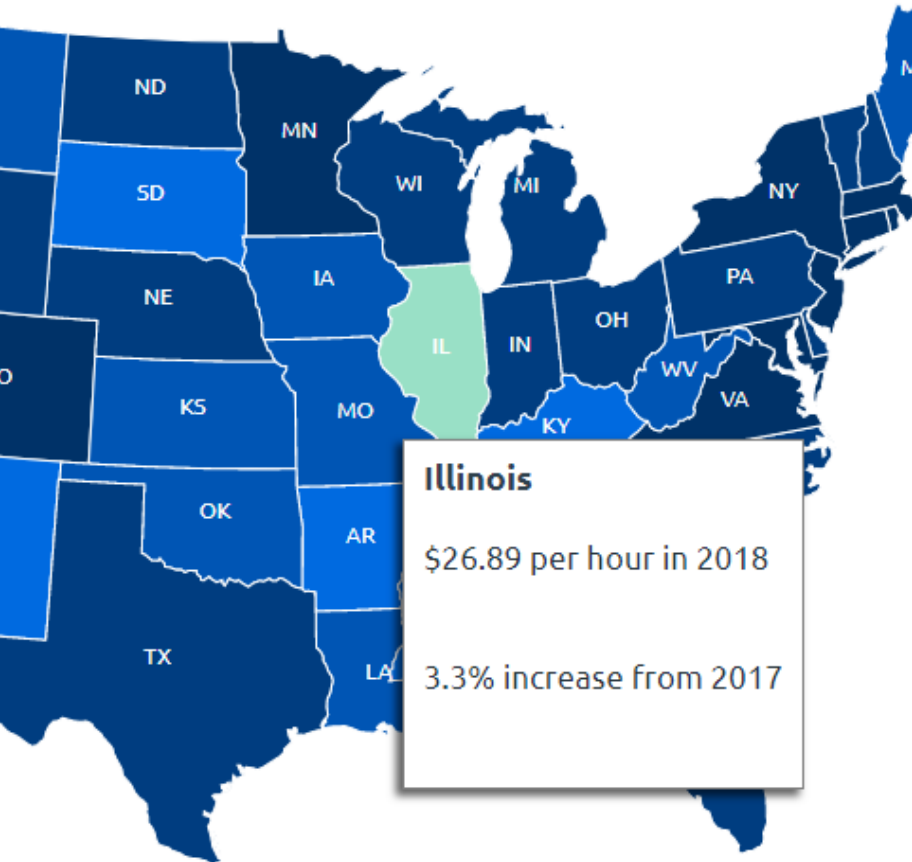
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# 1 volunteer hour is worth: **\$26.89 in Illinois** **\$25.43 nationally**



2 hours/week

• **\$2,797/year**

5/hours/week

• **\$6,991/year**

10 hours/week

• **\$13,983/year**

# WHO'S VOLUNTEERING?



- 30% of people volunteer
- 77M people volunteer at least 1x/year
- They give over 7B hours of time
- They contribute \$167B in value to our nation
- Median time spent volunteering: ~52 hours/year
- *Asking people to volunteer has no marked impact on volunteer rates*

**SAY  
WHAT?**

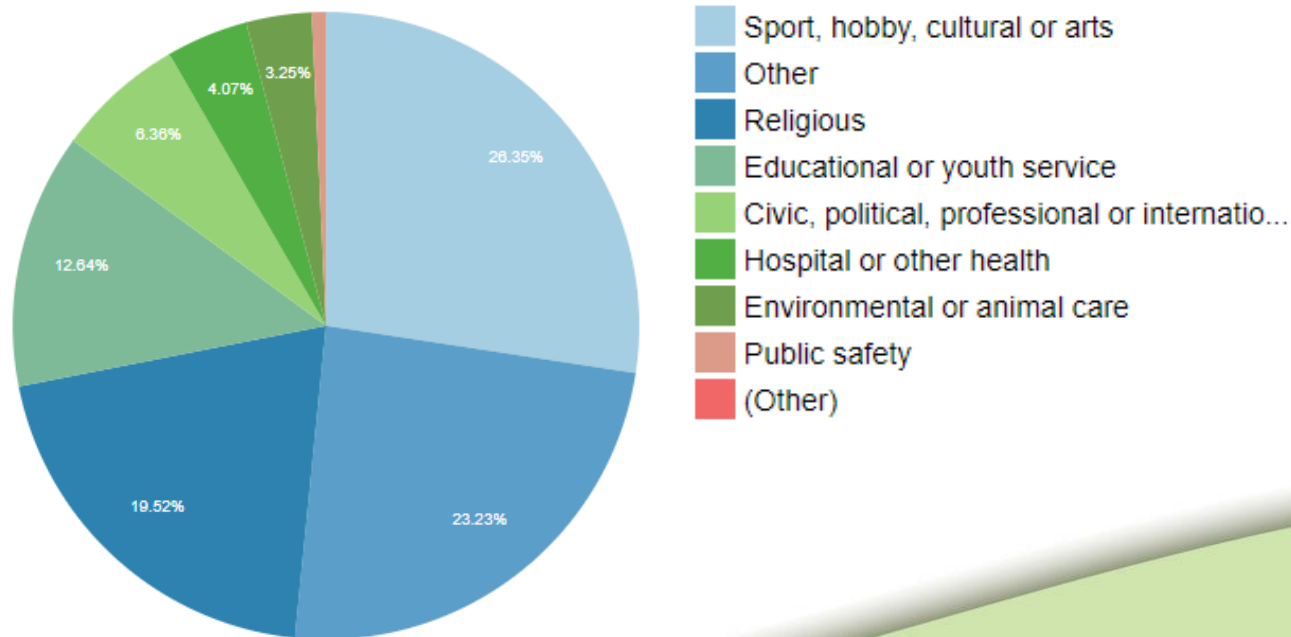
# WHO'S VOLUNTEERING?



- 40% of **parents** (48% more than non-parents)
  - 47% of working mothers
  - 37% of working fathers
- **Generation X** has the highest volunteer rate (36%), while **Boomers** give more service hours (2B). **Millennials** are an important – and growing – volunteer base.
- 30% of **veterans** (+ they donate at higher rates civilian counterparts)
- For those with a “**main group**”, 32% of the time it’s a religious one
  - 26% = sports or arts groups/20% = education or youth service groups
- Those 65+ are much more likely to volunteer for **religious organizations** (43%)

# WHO'S VOLUNTEERING IN ILLINOIS?

- **2.8M volunteers** gave **207M hours** of service
- **28%** of residents volunteer (38<sup>th</sup> in US)
- Volunteer service worth an estimated **\$4.9B**
- **55%** of residents donate \$25+ to charity



## By GENDER, % of Total

Men = 26%  
Women = 34%



## By AGE, % of Total

<b>25-39</b>		<b>40-54</b>		<b>55-75</b>		<b>76+</b>
Millennials		Gen X		Baby Boomers		Silent Generation
<b>27%</b>		<b>36%</b>		<b>31%</b>		<b>25%</b>

## By RACE, % of Total

<b>White</b>		<b>Black</b>		<b>Asian</b>		<b>Latino</b>
<b>26%</b>		<b>19%</b>		<b>18%</b>		<b>16%</b>



# Obstacles to Success

- Lack of follow up
- No formal on-boarding or training
- Neglecting to ask a volunteer to help
- Ignoring peer networks/peer influence
- Uninspired tasks with no direction, point, or training
- Low expectations/underutilization
- Unrealistic goals → Burnout/frustration
- Undervaluing: making volunteers feel unimportant/unnecessary
- Not saying - and demonstrating - thanks



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# Successful Volunteer Programs

- Get to know your team: Learn wants and needs
- Respect interests, skills, and time commitment
- Manage data well: contact info, communications, lists
- Match to right tasks
- Training and orientation
- Deputize and deploy
- Meaningful and interesting work
- Clear explanations and tasks: What, how, and why
- Materials/supplies ready ahead of time
- Feedback/planning involvement/decision-making
- Value time and recognize appropriately



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# WHY VOLUNTEER?



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To build a  
skillset

# Volunteer Motivations

- Do good/give back/help others
- Create impact/improve community
- Professional development
- Use special knowledge and skills
- Personal growth/life satisfaction
- Meaningful time with friends
- Meet new people
- Feel useful and needed
- Pass time
- Recognition/status
- Court-mandated
- Others?

## Societal vs Personal Motivations

**Societal:** altruistic  
*Personal: self-interest*

Improve  
community/society

To meet  
people

They are  
mandated

Affiliation with  
mission

Retired



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# Volunteer Expectations

- Professional, positive work relationship
- Meaningful work; opportunity to create change
- Patience, courtesy, and cooperation
- Task matching and task clarity
- Private constructive criticism
- Appreciation and recognition

**What you Need VS What They Want**





# Need vs Asset-based Volunteers

## Needs-based

- We have a service gap that needs to be filled soon.
- We have a short-term project and need time-delineated help.

## Asset-based

- There's a volunteer with an idea for a new project + the skills, energy, and team to execute it. It's not an urgent need but will make us stronger.
- There's a particular service area that deeply excites most volunteers.

## 5 volunteer types

Butterfly	Leader of the Pack	Poor Little Me	Lonely Heart	Ever-Ready
 <ul style="list-style-type: none"> <li>• Busy, but wants to help</li> <li>• Sometimes cancels</li> <li>• Talkative</li> <li>• Short on details</li> </ul>	 <ul style="list-style-type: none"> <li>• Lead/have led orgs, retired CEOs/executives</li> <li>• Often don't listen</li> <li>• Don't make them work</li> <li>• Don't patronize</li> </ul>	 <ul style="list-style-type: none"> <li>• I'll do what you say, but need lots of support</li> <li>• Need to feel important/reinforced</li> <li>• Can be snipers, whiners</li> </ul>	 <ul style="list-style-type: none"> <li>• Afraid of rejection</li> <li>• Suffered loss and volunteering will fix it</li> <li>• Uncertain</li> </ul>	 <ul style="list-style-type: none"> <li>• How can I help</li> <li>• Listening and attentive</li> <li>• Leaders – if you ask</li> <li>• Like challenges</li> <li>• Want to be there</li> </ul>
<b>DO:</b> <ul style="list-style-type: none"> <li>• Make them feel comfortable and welcome</li> <li>• Focus on the spirit of unity</li> </ul>	<b>DO:</b> <ul style="list-style-type: none"> <li>• Be organized, motivated, and service-oriented</li> </ul>	<b>DO:</b> <ul style="list-style-type: none"> <li>• Have fabulous potential</li> <li>• Want to belong</li> <li>• Have underlying attributes to bring out</li> </ul>	<b>DO:</b> <ul style="list-style-type: none"> <li>• Figure out their gifts</li> <li>• Make them feel wanted</li> </ul>	<b>DO:</b> <ul style="list-style-type: none"> <li>• Provide challenging work</li> <li>• Do not take advantage</li> </ul>

# VOLUNTEER RECRUITMENT



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# It Starts With Being Volunteer-Worthy

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**SAY  
WHAT?**

- Market group impacts and achievements well
- Advertise volunteer positions professionally
- Offer flexible time commitments and a variety of options
- Harness the power of peer-to-peer influence
- Have an application process
- Limit start-up lag time
- Provide compelling training and orientations
- Manage volunteers well
- Provide meaningful, on-going recognition



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# The Marketing Equation:

It All Adds Up

Repetition + Audience  
Message + Varied Vehicles

X (Stories + Photos)

=

# IMPACT!

{volunteer, tell a friend, share on Facebook...}



# **VOLUNTEERS ROCK OUR WORLD!**

We couldn't do this work without volunteers to support us!

You don't have to be 40-hour trained to help us. In-direct volunteers can become a board member, sort donations, pull weeds, clean gutters, wash windows, answer the administrative switchboard, staff a booth at an event, research projects, paint/repairs around the offices, fix a client's car, or just take out the trash.

If you would like to help, contact XXXX at 654-5555 or XXX@XXX.org.



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# Distinctions in Outreach

- Information ≠ Invitation
- Publicity vs Recruitment
  - General vs Targeted
  - Quality vs Quantity
- Pro-active vs Reactive
- Org voice vs Peer voice



# Barriers: Hidden Messages?

- You vs Them
- Shorter, more common words
- Avoid jargon and acronyms
- Vary your vocabulary: helping out / taking action / making a difference
- Right picture: avoid stereotypes
- Material placement: those who represent you
- Applicant journey: recruit a 'spy'



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# Recruitment Types

## **Warm Body Recruitment:**

A large number of volunteers needed for a short period time; task qualifications minimal. Broad dissemination of information.

## **Targeted Recruitment:**

Carefully planned approach to small, identified audience(s) focused on specific skills or uncommon characteristics. Take recruitment message directly to identified audiences.

## **Concentric Circles Recruitment:**

Identify populations already in direct or indirect contact with your group, then contact with recruiting message. Examples: friends of current volunteers and staff, people affected by your issues. More likely to net volunteers than persuading strangers.





# Digging for Volunteer Gold



## WHO & WHERE ELSE?

# Let's look at how you are doing...



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# VOLUNTEER RECOGNITION



- ✓ Do it **OFTEN**
- ✓ Do it **CONSISTENTLY**
- ✓ Do it **AT THE RIGHT TIME**
- ✓ Do it **IN DIFFERENT WAYS**
- ✓ Do it **AUTHENTICALLY**



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# Successfully Recognizing Volunteers



- Deliver recognition in an open, public way
- Deliver it in a personal and honest manner
- Tailor recognition and reward to each individual
- Reward contributions near time of achievement
- Recognize both the person and their work/contributions
- If you recruit volunteers from different communities, recognize them in their community



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# Every Day Ideas

- Volunteer suggestion box
- Take – and act on – feedback
- Coffee/refreshments/munchies for meetings and work sites
- Pleasant surroundings in which to work
- Name badges
- Reimburse assignment-related expenses
- Opportunities for volunteers to work together & build friendships
- Directory of volunteers to encourage networking & collaboration
- Ask volunteers to represent your group at community functions/presentations
- Feedback sessions to gather volunteer opinions
- One random, unexpected thank you per day



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# Celebrate!

# Recognize!

- T-shirts, pins, plaques, other bling
- Email thank yous
- Facebook thank yous
- Personal, thank you notes/cards
- E-newsletter profiles
- Website profiles/story
- Board featuring pictures and accomplishments of volunteers
- Wall of fame honoring top-performers
- Achievement certificates
- Rewards for milestones/going above and beyond
- Partner with businesses to provide discounts/coupons
- Invite to staff/board meetings for introduction/story/recognition
- Send to conferences and training



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# Let's look at how you are doing...



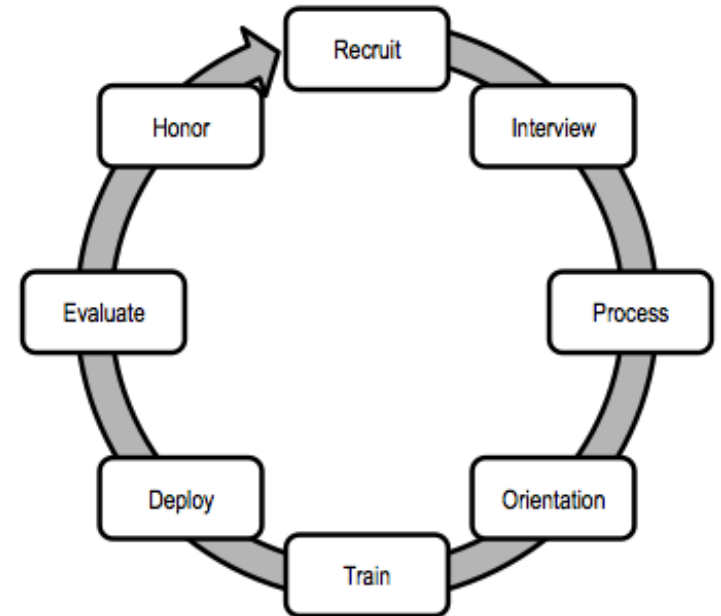
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# VOLUNTEER MANAGEMENT



**A team effort**



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# GREAT Program Elements

## SYSTEMS

- ✓ Database: log + track volunteer data (hours, contact info, etc.)
- ✓ Add to internal + external communications
- ✓ Early on: get photos for storytelling + recognition purposes

## CELEBRATIONS

- ✓ Recognize + celebrate milestones (100 hours/5 years/XX miles)
- ✓ Volunteer recognition events (don't skimp)

## OBSERVATIONS

- ✓ Notice and note contributions
- ✓ Surprise lunches, coffee for special occasions
- ✓ Get out of the office --> into the field



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# Driven By Relationships

## Build community

- Social outing and group activities
- Social media
- Volunteer-specific websites and listservs

## Help them build and use their skills

- Provide trainings
- Pair with skilled staff and volunteer mentors
- Evaluate progress and goals
- Share program statistics

## Build affiliation

- Ask them to serve on committees and boards
- Involve in strategic planning exercises
- Have them speak at events

## Share their stories and impact

- Collect and widely share their stories
- Use metrics to show their commitment and project progress



# Deputized Volunteers



- ✓ Add all volunteers to email and mail lists
- ✓ Include in as many relevant meetings, communications, and announcements as they want: the more they know, the more they can help
- ✓ Empower – and ask - them to talk you up in the community and with peers
- ✓ Provide customized name tags, t-shirts, and business cards when possible
- ✓ Ask them to donate: they are among your best prospects. Let them – *not you* – decide how invested they want to be.



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# Avoid Burnout & Attrition



- Project goals/time constraints are unrealistic
- Personality conflicts among volunteers, staff, clients
- Tasks are of no interest/not qualified for
- Work disconnected from mission and focus
- Struggle to have voices heard
- Instability among teams; decreased effectiveness
- Failing to notice and/or say thanks



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# Oh, and...

## VOLUNTEERS GIVE MORE

Volunteers are almost  
**TWICE AS LIKELY**  
to **donate to charity** than non-volunteers.



Also, 36% of  
volunteers raise  
funds for  
nonprofits

# All Systems Go?



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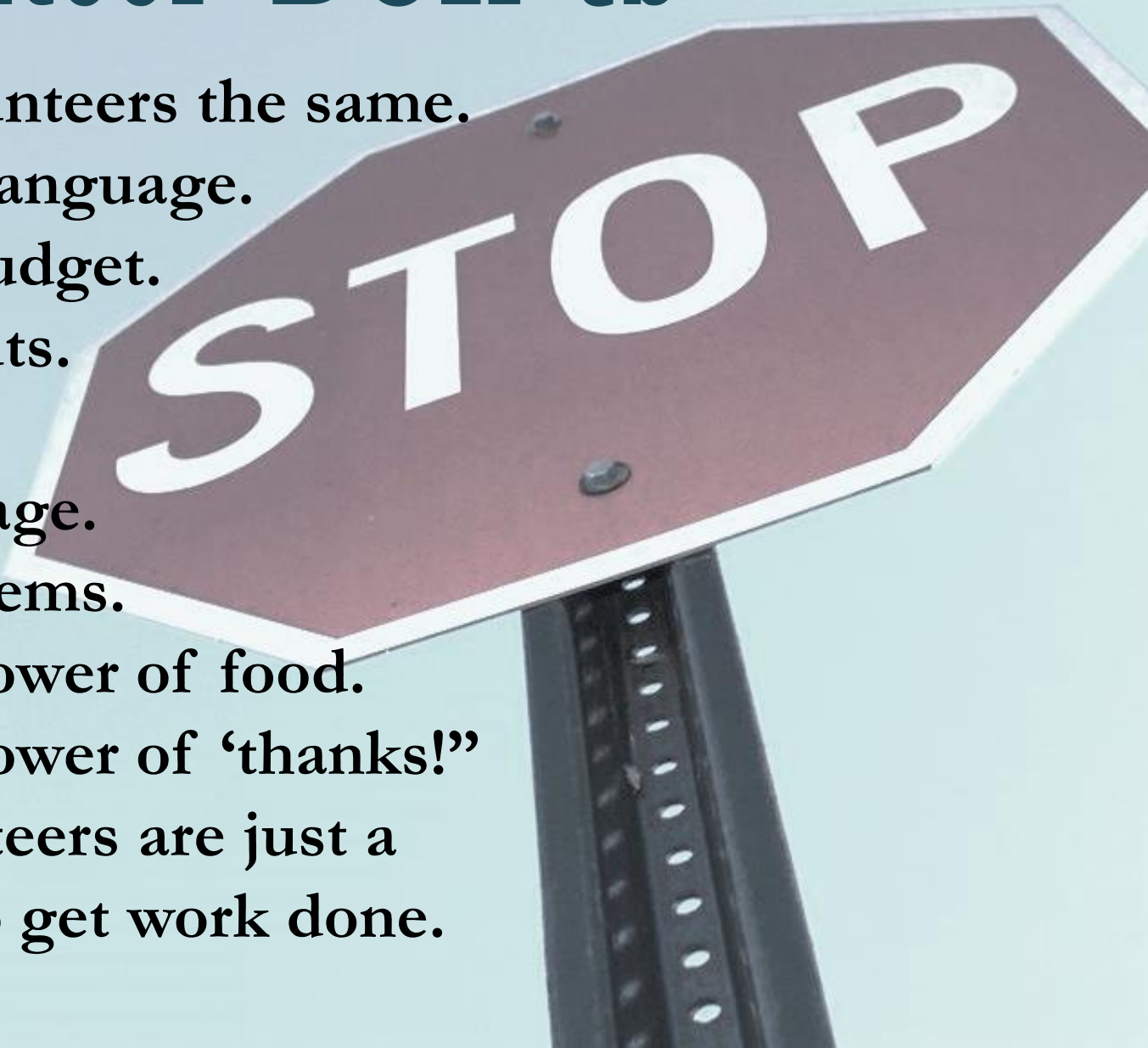


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# 10 Volunteer Don'ts

1. Treat all volunteers the same.
2. Use insider language.
3. Skimp/no budget.
4. Take shortcuts.
5. Assume.
6. Take advantage.
7. Ignore problems.
8. Forget the power of food.
9. Forget the power of 'thanks!'
10. Think volunteers are just a cheap way to get work done.







# 10 Volunteer Do's

1. Regularly gather and use volunteer **QUOTES!**
2. Tell your volunteer **STORIES!**
3. Thank them **BIG, SMALL & A LOT**
4. **ASK** volunteers to donate!
5. Manage **DATA** pro-actively and well.
6. Be **COMMUNICATION** savvy.
7. Recognize **MILESTONES**.
8. Host recognition **EVENTS**.
9. Random **LUNCHES**  
for special occasions.
10. **CULTIVATE** them up the  
engagement ladder.



# NEXT STEPS

1. What's the most important or interesting thing you learned in today's sessions?
2. What is 1 thing you'll do differently as a result of today's training?



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# Let's stay connected!



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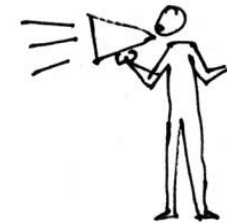
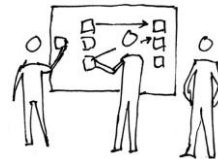
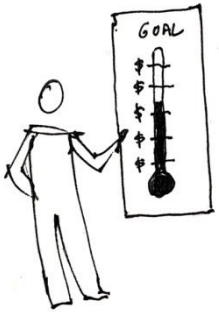


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- Strategic Planning
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- Professional Coaching



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