



VOLUNTEER MANAGEMENT CYCLE

Kristel Lipand
Tallinn 2012



VOLUNTEERING

Volunteering activity:

- done out of free will
- it is not obligatory nor forced
- does not provide any material benefit
- done outside home, family and relatives for the benefit of others or the society in general

Main differences compared with HR management:

- monetary reward
- legal contract
- motivation
- time



MANAGEMENT CYCLE

- Systematic and logical process
- Achieve organisations objectives
- Similar to any planned project
- Rarely proceed in a totally linear way
- Exchanged time and services for certain benefits
- HR as the key to the success or failure



FOUR MAIN STAGES

1. Program preparation
to find out what needs to be done and who is suitable to perform the tasks
2. Volunteer recruitment
to „filter“ the potential candidates
3. Supporting volunteers
„tying in“ the volunteer to the organisation
4. Evaluation
to correct volunteer weak performance and improve strong performance



2. PREPARATION: program planning

- “What needs to be done around here?”
- determining the main reasons
- identifying the key functions
- analyzing the min. number of volunteers
- involve all levels of staff



2. PREPARATION: job description

- set of clear responsibilities and duties
- cover the purpose, results, suggested activities, measures, qualifications, timeframe, site, supervision and benefits
- easier to redistribute the tasks
- clear understanding of what is expected
- the basis of an ongoing supervision and evaluation

2. RECRUITMENT: methods and channels



- Warm body recruitment
- Targeted recruitment
- Concentric circles recruitment
- Ambient recruitment
- Brokered recruitment

- Website, social media, internet matching services, volunteer speed-matching, newspapers and radio stories, interviews, advertisements, brochures, leaflets, posters and postcards, information sessions at universities, schools, career expos, word of mouth, local government directories, volunteer centres, public displays etc.

2. RECRUITMENT: interviewing & matching



- "Who can do this job?"
vs. „What can this person contribute to accomplish our mission? "
- to determine the interests and abilities of potential volunteers
- investigate their suitability for particular jobs
- to produce high levels of satisfaction

2. RECRUITMENT: motivation



Key motivating factors:

- feel of being useful;
- to build social networks;
- to gain personal and professional experience;
- to feel satisfaction from activities etc.

Dr. David McClellands theory

- achievement motivated people
- affiliation motivated people
- power / influence motivated people

3. SUPPORTING: orientation



- preparing the volunteer for a clear relationship
- to provide practical and background information to give people the confidence
- to help volunteers to feel comfortable
- to create emotional commitment
- to explain the role of the volunteer and how it is linked to the organisation
- welcoming them into the social context

3. SUPPORTING: training & supervision



- to prepare volunteers to perform the specific type of work
- based on job description
- supervision :
 - establishing the criteria
 - measuring volunteer performance
 - giving feedback
- mentoring

4. EVALUATION: retention



3 ways to retain volunteers

- providing a rewarding job - good working facilities and positive social relationships
- giving volunteers something that they are not getting from their current paid job
- developing ways to let the volunteer have more "fun"

4. EVALUATION: recognition



- **Formal recognition**
awards, certificates, recognition dinners, receptions, media attention, letter of recommendation etc.
- **Informal recognition**
day-to-day feedback, personal expressions of gratitude, involving volunteers in decisions, giving equal treatment to the staff, increasing volunteer's skills by attending training etc.

4. EVALUATION: program assessment



3 different systems:

- mission-based evaluation
- outcome-based evaluation
- customer-based evaluation

Volunteering program begins and ends in the same place, needs assessment planning and evaluation are two sides of the same coin.

GENERAL TRENDS



- Episodic volunteering
- Youth and senior involvement
- The internet and volunteering
- Recreational and vacation volunteering
- Affinity group volunteering
- Family volunteering
- Skill-based high-end volunteering

FUTHER READING



- McCurley, S. and Lynch, R. (2011). Volunteers Management: Mobilizing All the Resources of the Community.
- Connors, T.D. (2012). The Volunteer Management Handbook: Leadership Strategies for Success.
- Ellis J. S (1996). The Volunteer Recruitment Book.
- MacDuff, N. (1992), Volunteer Recruitment and Retention: A Marketing Approach.
- Institute for Volunteering Research - www.ivr.org.uk
- Energize Inc. - www.energizeinc.com



THANKYOU!

kristel@kinosoprus.ee