The 3R's of Volunteer Management

Recruitment + Recognition, = Retention

Nonprofit Leaders Conference East

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Weaving the Work

Connecting Missions, Leaders & Communities

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Housekeeping



- Begin and End on time
- Electronics Muted
- Hidden Slides and Resources
- Q & A
- Free Resources!
- Links!
- Free Advice, Counseling

Presented by mbharrington@nonprofitpassion.com

Today's Agenda



- Essential Elements of Volunteer Management
- Volunteer Recruitment
- Volunteer Recognition
- Volunteer Retention
- Volunteer Management Resources

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What is in a Title?

- ***What are the position titles that we have in the room?***

- Volunteer Manager: There is no single, universal job title for leaders and managers of volunteer engagement; we use this term for the sake of consistency.



Volunteer Management FYI



- Who is **ultimately** responsible for the effectiveness of a volunteer program at an organization?
- New Paradigm: **Quality** vs Quantity Volunteers!
- Board/Intern = Volunteers too!
- Volunteer Management's Dirty Little Secret!

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Volunteer Management Myths

- “Volunteers take too much time”
- “Every volunteer is good”
- “Volunteers are free”
- “Volunteers are not reliable”
- “I can’t fire a volunteer”



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Volunteer Management FTE

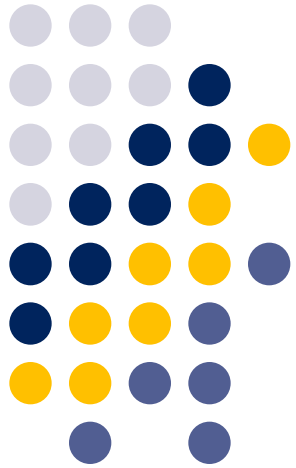
- What percentage of your job is volunteer management?
- Part time volunteer management = part time program
- Is Human Resources (HR) a full-time job?
- Volunteer management is NOT a "gateway job" but an actual profession! (more on that later)



FTE = Full Time Employee

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Volunteer and Staff Relations



Benefits of an Effective Volunteer Program

- Community Outreach
- Additional Human Resources
- Access Corporate Funding
- Give a personal touch to clients
- Fundraising $$$

80% of the people that volunteer at an organization DONATE to that organization!

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What Does Your Staff Say About Volunteers?





What bugs you about volunteers?



Good vs. Bad Volunteers



Volunteers take too much time!



Volunteers Are Not There To Take Your Job!

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Wanted:
Volunteer Coordinator

- Recruit
- Screen
- Place
- Communicate
- Overall program management
- Problem solver – liaison
- ***What's missing???***



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Tips for A Good Start



- Include volunteer management in new employee orientation
- Offer volunteer management training to staff
- Volunteer management in every staff person's performance plan
- Director to directly utilize volunteers in their office

RESULT = 5300+ volunteers at 23 locations within 5 years

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Bless and Release



Good for the staff?



Good for the organization?

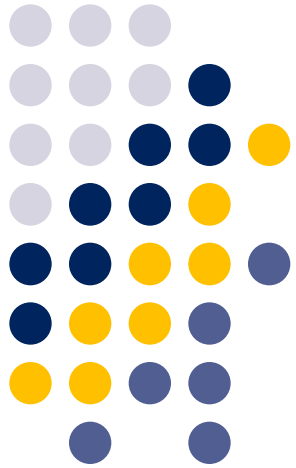


Good for the volunteer?



Good for you, the volunteer coordinator?

Essential Elements of Volunteer Management



Essential Elements of Volunteer Management

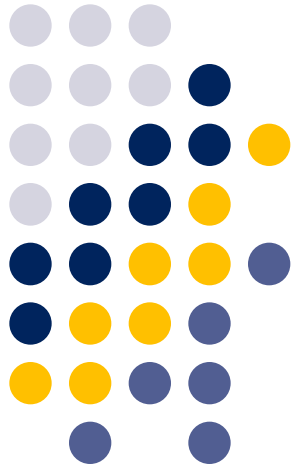


- Application
- Handbook
- Policies and Procedures
- Job Descriptions
- Orientation
- Training Supervision
- Records Management
- Interview, Screening and Placement
- Evaluation

FREE - Essentials of Volunteer Management Handout
email
mbharrington@nonprofitpassion.com

Essential Elements of Volunteer Management

Recruitment



Where Can You Recruit Volunteers?



- Standing in line for movies or the grocery store
- Getting a haircut
- On an airplane
- Wherever people are ….
- Practice Volunteer Recruitment!
- ***What unusual places have you recruited volunteers?***

Volunteer Opportunities

- Volunteer Career Ladder
- Make a Wish
- Tour your Organization
- Maintain a list of annual possible vo opportunities





Volunteer Recruitment Techniques

- Warm Body
- Proximity
- Circle of Concern
- Referral Sources
- Targeted











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Local Volunteer Recruitment Resources



- Local media (newspapers, radio, TV,)
- Local newspapers/newsletters (Senior Voice, Community Foundation, City publications)
- Local coffee houses/cafes (Starbucks bulletin board)
- Schools, businesses?
- ***What local resources do you use to promote your volunteer opportunities?***

Social Media

- Use Facebook, Twitter, and LinkedIn as recruitment tools
- Target new and potential volunteers
- Posting photos of volunteers = more volunteers and donors (with release)
- These tools save you time! Really!

Group Volunteers

- ***Why is Group Volunteering good?***
  - Potential new volunteers
  - Get more work done
  - Revenue$!$
  - Introduce your organization

- ***Identify what's in it for Them?***
  - Corporate Volunteers
  - Students
  - Social Groups
  - Religious Groups
  - Targeted Groups

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Group Volunteers

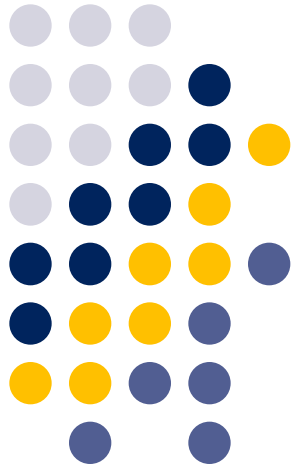


- A “group” can start with 5 volunteers!
- Try to use “Hands On” model
  https://en.wikipedia.org/wiki/Hands_on_Network
- Be sure to have all volunteers complete application and conduct orientation
- Be prepared!
- Feed them and they will come, but be realistic!

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Essential Elements of Volunteer Management

Recognition



The Event vs. Every Day

The Event

- Public Recognition
- Networking
- Marketing
- Development



Every Day

- **Immediate/Timely**
- **Recognition Equal to Action**
- **Personal**



Recognition
Gifts and Awards

- Item should be mission-based
- Most hours volunteered
- Longevity with organization
- Award for Punctuality or Dependability
- Recognize a specific action or function
- Recognize everyone equally



Volunteer Recognition on a Budget

- Thank you from staff, leadership, board members, clients
- Notes to volunteer's employer or family
- Celebrate volunteer in agency newsletter or on social media







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Volunteer Motivators

- Praise volunteer motivators
  - Thank you's
  - Small gifts
  - Public recognition



- Affiliation volunteer motivators
  - Name badges
  - T-shirts
  - Say "we" "us"



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Volunteer Motivators

- Accomplishment motivators
  - Certificates
  - Concrete projects



- Power/Influence motivators
  - Leadership roles
  - Titles
  - Photos with Executive
  - Year-end awards



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Volunteer Events on a Budget

- **Breakfast**….Lunch…Dinner…









Volunteer Recognition Without a Budget



- Volunteer Opportunities
  - *meaningful* to the volunteer
  - has an **impact** Volunteer Case Study Project



- *Volunteers are not free!*
- **ZERO** Cost of saying “Thank You”



- Desk drawer recognition



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Staff Recognition

- Include staff in recognition events
- Know the value of the volunteer hour
- $34.79/hr. http://www.independentsector.org/volunteer_time?s=volunteer%20value

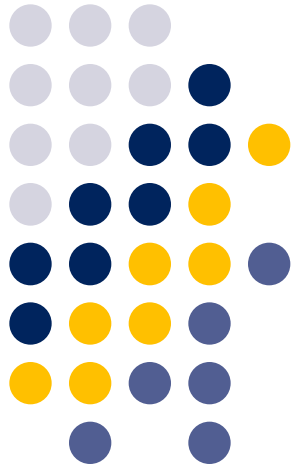
Everything you do for volunteers

…do for staff!



Volunteer Protection Act

42 U.S.C. § 14503(a)



How Does the Act Work?



A volunteer is not personally liable for harm that he or she caused if the volunteer was:

(1) acting within the scope of his or her responsibilities

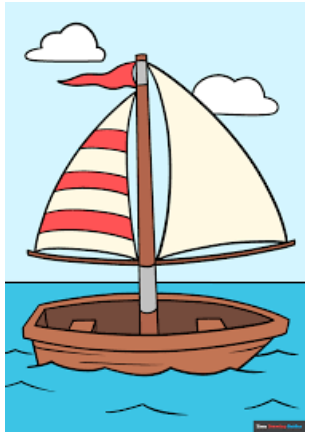
(2) was "properly licensed, certified, or authorized by the appropriate authorities" to act in such manner "if appropriate or required."

How Does the Act Work?

(3) did not fall below the minimum standard of conduct described above

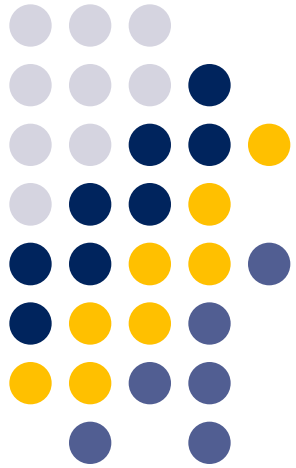
(4) was not operating "a motor vehicle, vessel, aircraft or other vehicle" for which the state requires an operators license or insurance.







Professional Development



The CVA Credential:

A Mark of Excellence

Council for Certification in Volunteer Administration

www.cvacert.org

Council for Certification in Volunteer Administration (CCVA)

E: info@cvacert.org
W: http://cvacert.org





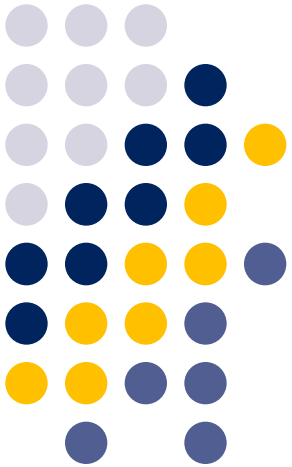
International Volunteer Managers Day (IVM Day) is celebrated globally on November 5 each year.

The day is put aside to allow volunteer managers a chance to reflect on and celebrate the critical work they do, and more importantly, it allows an opportunity for them to educate others about the significant role they play in mobilizing the often-complex resources volunteers bring with them.

www.volunteermanagersday.org

Essential Elements of Volunteer Management

Retention





Volunteer Retention Cycle

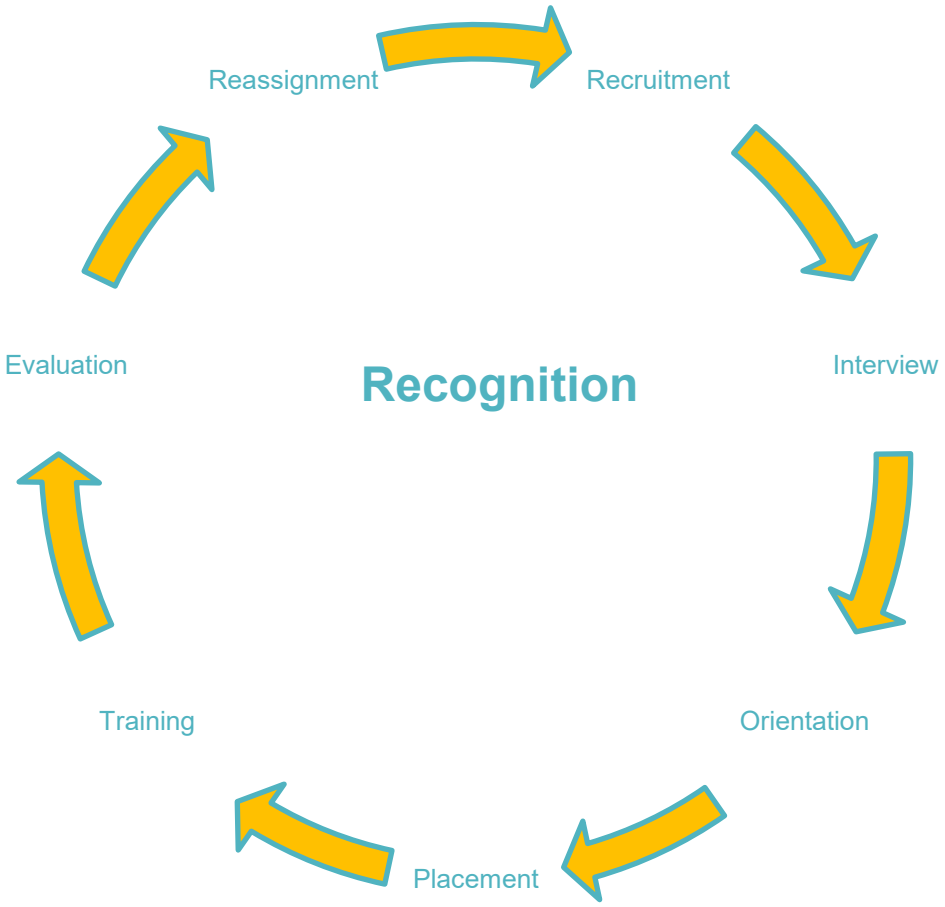


Pre-Recruitment:

- Building Program Support
- Assessing Readiness
- Determining Program Goals
- Identifying Volunteer Assignments

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Volunteer Retention Model



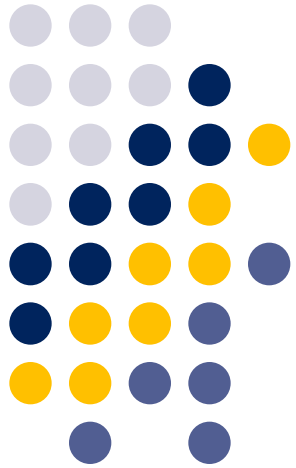
https://ellisarchive.org/sites/default/files/2025-07/Vol%20Dev%20Toolbox.pdf

Recruitment + Recognition = Retention

- *Volunteers can be reliable*
- Average volunteer, volunteers for 3 months or a total of 24 hours
- Invest your volunteers in your agency
- Continually “recruit” current volunteers
- Volunteer career ladder

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Volunteer Management Resources



Volunteer Management Resources



- AliVe
- Points of Light
- Hands on Network
- Corporation for National and Community Service
- President's Volunteer Service Award
- Energize Inc.

Free Advice and Counsel

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