

HOW TO RECRUIT, REWARD & RETAIN KEY VOLUNTEERS

**Association of Fundraising Professionals
Southwest Florida Chapter**

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KEY TOPICS

- **Why Does Someone Volunteer?**
- **What Are You Looking For in a Volunteer?**
- **What are The “S’s” of Successful Recruitment?**
- **Why Does a Volunteer Stay/Leave/Donate \$?**
- **What “R’s” Can Assure Retention?**
- **Positive Reinforcement**
- **Volunteer Essentials**

Why Does Someone Volunteer?

WHY DOES ANYONE VOLUNTEER?

- **To Make a Positive Difference**
- **To Make Friends**
- **To Feel Useful and Valued**
- **To Be “In” on What’s Important**
- **To Learn Something New**
- **To Work on a Mission or in a Program They Care About**
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VOLUNTEERS MUST BELIEVE IT MATTERS

■ Let Them Know it Matters to You

- People give their time, talent and treasures to what they believe in

■ Give People a Reason Why it Matters

- People will do the worst, most boring or most challenging task you ask of them

■ A Non-Profit organization Cannot Fulfill its Mission and Goals (or meet its budget) Without Volunteers

- Every task is vital
- Share that reality with your board, staff, and volunteers

ESSENTIALS OF AN EFFECTIVE VOLUNTEER PROGRAM

■ Strongest Motivators are Intangibles:

- *Consistent Leadership*
- *Open Communication*
- *Friendships*
- *Conflict Resolution*
- *Being Valued*
- *Feeling “In” on Things*

■ Some Essential Tangibles:

- *Board and General Volunteer Recruitment Program*
- *Interview Questionnaire*
- *Job Descriptions*
- *Appraisal and Reviews*
- *Rewards*
- *On-going Training*
- *Annual Board Questionnaire*
- *Volunteer Survey*
- *Specific Tasks*
- *Resolution*
- *Being Valued*
- *Feeling “In” on Things*



What Are You Looking For in a Volunteer?

WHAT KIND OF PERSON (VOLUNTEER AND PAID STAFF) DO YOU WANT TO WORK WITH?

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WHAT KIND OF PERSON (VOLUNTEER AND PAID STAFF) DO YOU WANT TO WORK WITH?

IS THIS YOU?

What Are The “S’s” of Successful Recruitment?

RECRUIT QUALITY VOLUNTEERS

- **Selectivity**
- **Staff – Volunteers are Staff**
- **Schools – High School, College, Vo-Tech**
- **Senior Volunteer Programs – AARP**
- **Service/Civic Clubs/Church Groups**
- **Snazzy Job Descriptions**
- **Serious Recruitment Hotline – Web Based**
- **Selective – Relevant Media (PSA, Press Releases, TV, News/Talk Programs, etc.)**
- **Special Events – Annual Meetings**
- **Signs – Post Open Volunteer Positions**

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Recruit by:

- Being enthusiastic; share positive information on your organization and its activities
- Emphasize selectivity and process, not just “we’ll take anyone”
- Have an outstanding Volunteer Orientation Program that you continually revisit and revise – keep it fun and informative
- Under do the initial gratitude. It diminishes ultimate respect

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Recruit by: (cont'd)

- Educate the volunteers regarding the organization's size/structure, budget, services/products, number of volunteers and employees, big picture and organizational chart
 - Emphasize both the challenges and rewards the company faces and your commitment the organization's mission
- Make a clear link between the volunteer's work, his/her department's mission statement and the mission of the organization/company
 - If your department doesn't have a mission statement, create one!

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Recruit by: (cont'd)

- Do not retain a very negative volunteer (no matter how long the recruitment process took). By keeping a very verbally negative person, you will lose at least three (less vocal) quality volunteers and productivity will go down.
- Reward those who perform well – but recognize everyone's efforts
- When relevant, emphasize the value of work that exposes the volunteer to training opportunities
- Provide a photo name tag, ID elements, etc., immediately after recruiting
- Help new volunteers “feel in on things”; don't use acronyms and jargon unless you explain yourself

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Recruit by: (cont'd)

- Do create and share a sheet with commonly used terms/acronyms during
- Orientation on their start date if the Orientation isn't completed prior to the volunteers start date
- Provide new volunteers with a tour of the organization and point out areas of interest
- Do provide volunteers with all the discounts, reduced cost tickets, health fairs, etc., that employees receive
- Work with schools for potential "credits" earned for certain types of work

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ **Recruit by: (cont'd)**

- Provide any type of fun, interesting, meaningful, teambuilding for training whenever possible! Volunteers want to be a part of a team
- Have a Volunteer Recruitment Hotline
- Make orientation and job training as personal and “job relevant” as possible
- Watch for those new volunteers who appear to be continuously “alone” and/or not included in group activities or conversations
- Look for volunteers who have unusual skills or underused skills and try to give them an opportunity to use those skills whenever possible. They will be even more productive!

■ Have a Buddy System

- Bring a Friend
- Provide a Mentor

■ An Exciting Orientation

■ Hold Recruitment Committee Meetings

■ Share

- Create Partnerships with other Departments and Organizations

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Retain by:

- Pair new volunteers with experienced ones; mentoring greatly enhances the quality of the work and reduces early attrition rate
- Seek PR exposure, article in newsletters, online and e-mail announcements, personal introductions, etc.
- Offer in-kind rewards whenever possible, e.g. movie passes, discounts, free luncheon, etc.
- Indicate ongoing awareness of the volunteer's value
 - Let them know how important a particular job is to you or the organization, ask them if there's anything you can do to be of help, etc.
 - Make random phone calls or in-person visits to see how things are going

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Retain by: (cont'd)

- Ensure that all paid staff meet and recognize new volunteers and understand their role in the organization.
 - Create a chart that isn't hierarchical but concentric; use volunteer names and titles.
- Include volunteer information in Newsletter!
- Don't be afraid to re-organize your department/volunteers
 - Fatigue in one area or working with only with one set of clients/co-workers means a volunteer is more likely to leave the job for another organization.

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Retain by: (cont'd)

- Don't treat volunteers as if they are one monolithic army.
 - Try to create teams, give everyone who's capable an opportunity to lead a team or mentor a new volunteer. Help your volunteers to see learning as one of the greatest benefit they can receive; if possible find new challenges and learning opportunities on a regular basis.
- Do meaningful, consistent Appraisal and Review at least once a year. A briefer 90-day Volunteer Review is way to help all new volunteers succeed (if you don't know if you're going in the right direction, you'll always be lost!)

A FEW WAYS TO RECRUIT AND RETAIN KEY VOLUNTEERS

■ Retain by: (cont'd)

- Re-read The Evidence, the list of 12 questions that (if answered “yes” to) assures the best possible productivity, financial growth, employee retention and internal (volunteers/employees) customer service satisfaction.

Why Does a Volunteer Stay/Leave/Donate \$?

WHY WOULD A VOLUNTEER DONATE MORE THAN THEIR TIME AND TALENT, I.E., THEIR TREASURES?

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What “R’s” Can Assure Retention?

THE “R’S” HELP ASSURE KEY VOLUNTEER RETENTION

- **Respect**
- **Recognize**
- **Relate**
- **Respond**
- **Reward**
- **Reflect**
- **Report**
- **Resolve**
- **Revitalize**
- **Review**
- **Renew**
- **Request**

WHAT DO VOLUNTEERS REALLY WANT?

■ Respect

- Look at them when you talk to them
- Ask questions and really listen
- Take time for a thorough *Orientation*
- *Introduce* them to every member of the team
- Provide *Housekeeping* information
- Review job description

WHAT DO VOLUNTEERS REALLY WANT?

■ Recognize

- Placement should be based on their talents, needs, training and abilities
- Don't setup anyone to fail – if you know failure paths, share them in advance

■ Relate

- Take time to get to know the volunteer as a individual
- Recognize every volunteer as a vital member of your team

WHAT DO VOLUNTEERS REALLY WANT?

■ Respond

- To all questions and concerns
- Within 24 hours

■ Reward

- Sincere efforts deserve feedback
- Review list of ways to reward – then do it!

■ Reflect

- On progress – what are they proud of, excited about, concerned about, frustrated by, etc.

WHAT DO VOLUNTEERS REALLY WANT?

■ Report

- Do written progress reports, put outstanding efforts in writing immediately and do an Appraisal and Review (at least annually)

■ Resolve

- Deal with all issues – take action – nothing is accomplished or resolved by ignoring it

■ Revitalize

- Renew and refresh yourself and your attitude (your team will reflect your enthusiasm for the task/mission)
- Continuously sharpen the saw – set the example by learning new skills, trying new programs/procedures, new problem-solving techniques

WHAT DO VOLUNTEERS REALLY WANT?

■ Review

- Is the volunteer happy with his/her current job placement?
- Is the volunteer in the position best-suited to his/her skills, personality and goals?

■ Renew

- Your commitment to enable your volunteers to fulfill their potential while making a positive difference for your department and organization.

WHAT DO VOLUNTEERS REALLY WANT?

■ Request

- If you have created this relationship with your volunteers you should be very comfortable when asking for financial support – you should know your volunteer, their ability to donate, the programs they're passionate about and the right time and format to make the “ask”. Every study indicates that people stay where they “feel” valued and donate to what they care about!

■ REPEAT THIS PROCESS...

Positive Reinforcement

FIVE KEY WAYS TO PROVIDE POSITIVE REINFORCEMENT FOR CONTINUOUS LEARNING!

■ Verbal praise

- Be specific, what did he/she do to inspire you?

■ Provide more challenging work, or new responsibilities, if possible

- When the volunteer/employee is ready (people look for work elsewhere if bored or under-challenged).

■ Provide written recognition in newsletters, e-grams, through your organizations special programs

- Like Total Rewards, Volunteer of the Month, etc.

FIVE KEY WAYS TO PROVIDE POSITIVE REINFORCEMENT FOR CONTINUOUS LEARNING!

- **Provide opportunities for additional skills/CORE competency training**
 - Let your volunteer/employee go to classes, workshops, seminars and include them in computer and individual training so he/she has a chance to sharpen the saw, you'll have a much more productive, enthusiastic and capable volunteer/employee!
- **Be creative in how you praise or reward exceptional performance**
 - Review your organization's Total Rewards program, re-read "1001 Ways to Reward Employees" and apply it to your volunteers, consider doing something with parking spaces or have pizza or bagels at a regular departmental meeting and include all volunteers, etc. If you run out of ideas create a volunteer survey to find out exactly what would motivate your board and your development and general volunteers!

Volunteer Essentials

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- *Open Communication*
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- *Conflict Resolution*
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VOLUNTEER ESSENTIALS

■ Do:

- Provide a Volunteer Interview Questionnaire form
- Provide a “10 Facts Every Volunteer Should Know” sheet about your division/organization
- Provide a “Terms and Acronyms” sheet
- A trivia quiz at the end of orientation for every volunteer
- An exit interview on every volunteer who leaves voluntarily
- Create a top ten list for supervising volunteers effectively
- Never forget to say “please” and “thank you”

ABOUT LEADERSHIP SOLUTIONS

LEADERSHIP SOLUTIONS can partner with you to create positive change by enabling the leadership throughout your organization to fulfill their potential. We can help you better anticipate changing markets and reach new levels of productivity, profitability, employee/volunteer retention and customer satisfaction.

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