

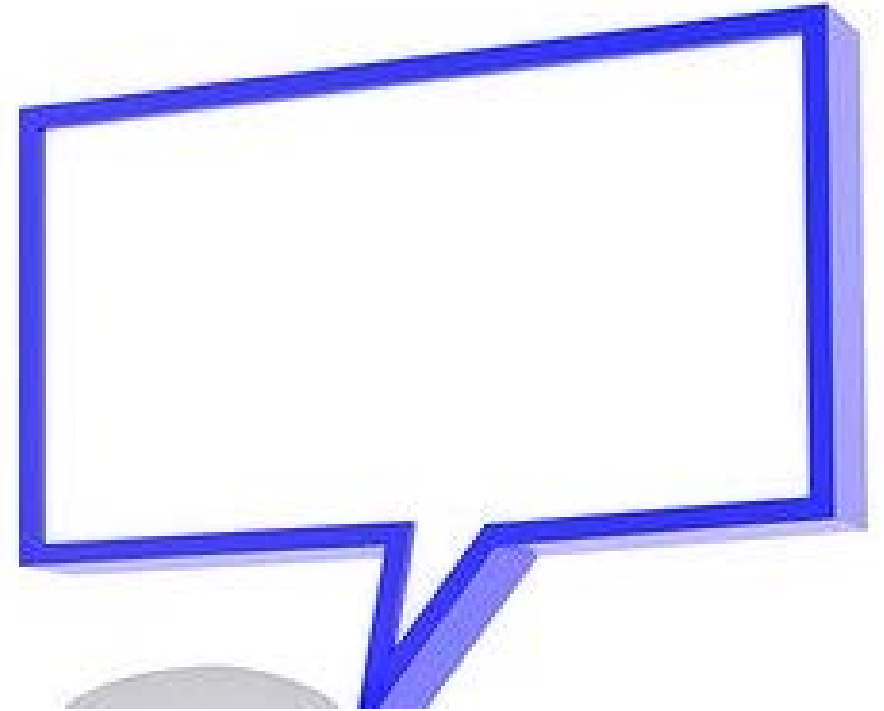
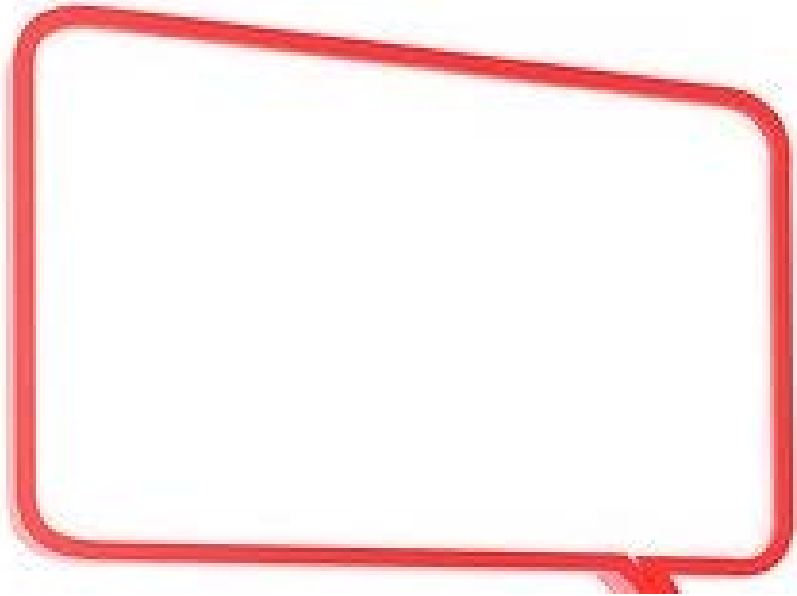


# Volunteer Recruitment and Motivation

Developed by Dr. Suzanna Windon  
Department of Agricultural Economics, Sociology, and Education

# Learning Objectives of the Session:

- Recognize trends that redefined 21st-century volunteers
- Understand the motives of people who volunteer
- Apply the Volunteer Management Model
- Use fundamental principles of volunteer recruitment with emphasis on pre-recruitment steps.
- Utilize strategies for how to foster inner volunteer motivation to stay.
- Use Covid-19 Strategies For Volunteer Best Practices
- Review Resources for Volunteer Management and Consider Enhanced Volunteerism For Leadership Imprint



Please use a chat box

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A **volunteer** is someone who does work without being paid for it, because they want to do it.

<https://www.collinsdictionary.com/dictionary/english/volunteer>

# Volunteer Leader

**Volunteer leaders** are individuals who serve as officers, advisory board members, and committee chairs, and are responsible for helping carry out the program's activity.

A successful  
Volunteer  
Coordinator  
MUST be

a “People Person”

- Where have all the volunteers gone?
- What motivates people to volunteer?
- Why are people less likely to volunteer?
- What is up with the younger generations of volunteers?

**Sound familiar?**

# “10 Seismic Shifts” that redefined 21<sup>st</sup> century volunteers

**Family Dynamic** (From *Father Knows Best* to *Two and a Half Men*)

**Isolation:** (From community to individualism)

**Flexibility:** (From rigid scheduling to volunteer availability)

**Generations:** (From experienced veterans to novice Gen Y)

**Technology:** (From face-to-face to cyberspace)





# “10 Seismic Shifts” that redefined 21<sup>st</sup> century volunteers?

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**Professionalism:** (From skilled workers to knowledge)

**Episodic Volunteering:** (From long-term commitments to short-term projects)

**Slacktivism:** (From hard work to easy, “feel-good” tasks)

**Micro-Volunteering:** (From big-time commitment to bite-size projects)

**Speed:** (From slow movements to fast responses to change)



# A Profile of the New Breed of Volunteer

The new breed of volunteer:

- Is very busy, has many obligations, and often volunteers for multiple organizations
- Wants flexibility
- Expects to be experience personal and professional development
- Will not tolerate working alongside incompetent volunteers
- Is tech-savvy
- Doesn't want to simply make a contribution; the new volunteer wants to make a difference
- Doesn't want to be micromanaged



# Statistics

## USA

- 24.9% volunteered between 2014 to 2015 (62.6 million, 7.9 billion hours, median 52 volunteer hours) and contributed \$184 billion of service
- Age: 35-44 (28.9%); 45-54 (28 %) and 20-24 (18.4%)
- Race: white (26.4%), blacks (19.3%), Asian (17.9%), Hispanic (15.5%)
- Organizations: religious (33.1%), educational or youth-related services (25.2%), social or community organizations (14.6%)

## Pennsylvania

- Pennsylvania (2015) – 28% (3.04 million, 31.8 volunteer hours per capita, \$7.7 billion)

Sources:

Bureau of Labor statistics, 2016;

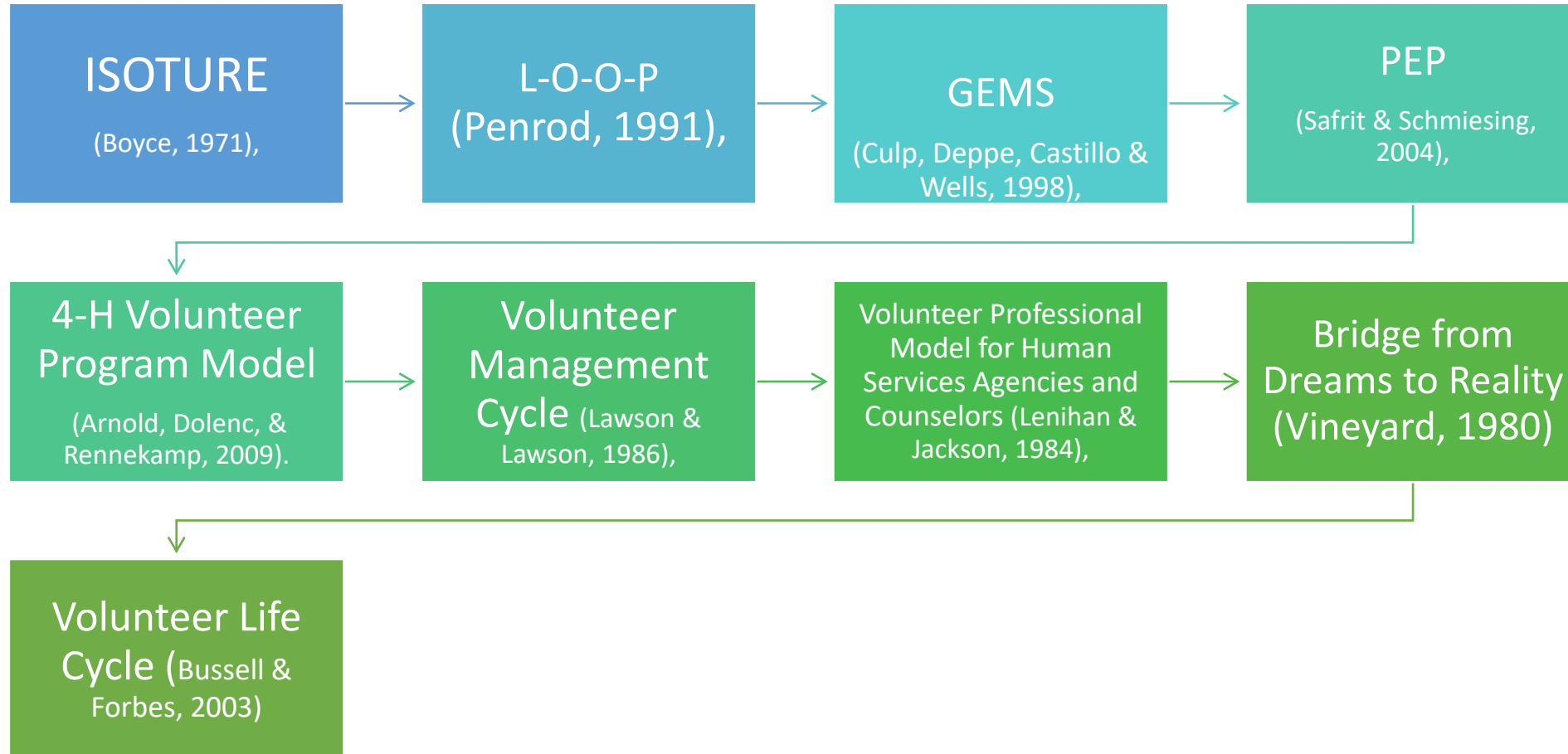
Corporation for National and Community Service, 2016 ,

Dr. Rama Radhakrishna



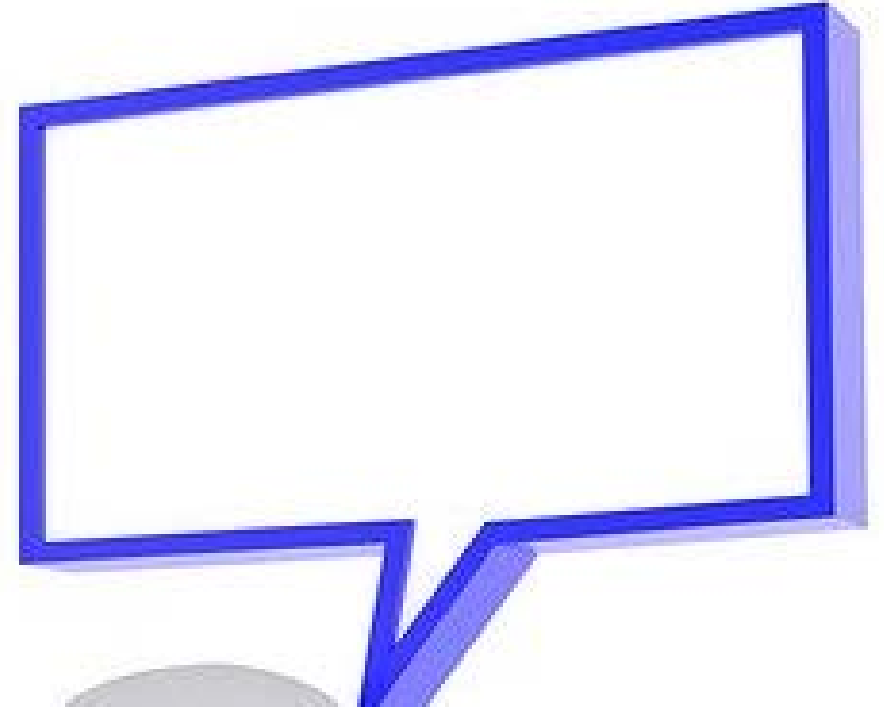
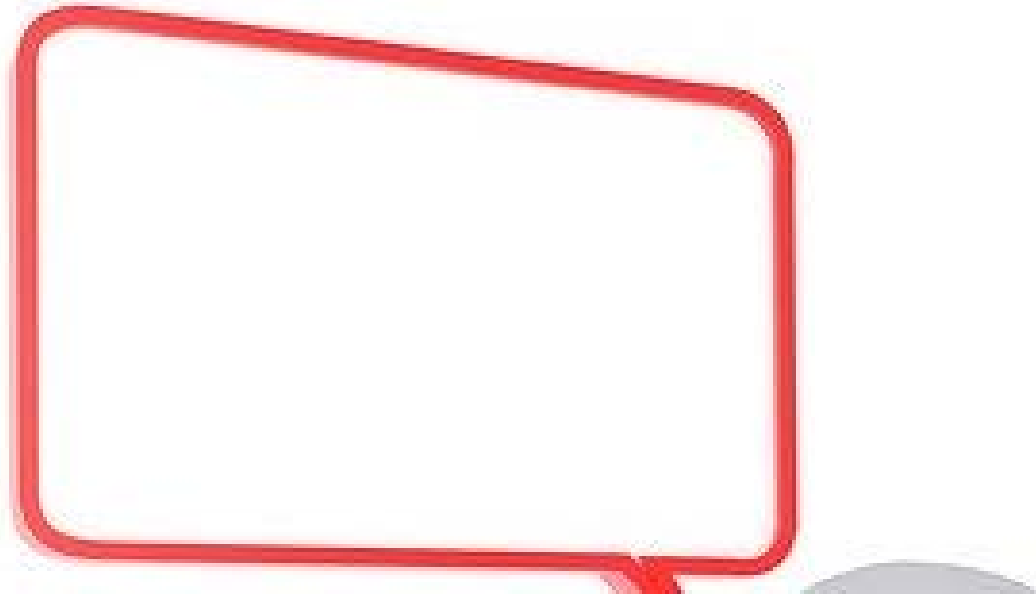
# VOLUNTEER MANAGEMENT MODELS

# Volunteer Management Models



# ISOTURE -Volunteer Development Model

- **Identify** - assess the needs, identify the types of volunteers you need
- **Select** - purpose, responsibilities, skills & knowledge, time, resources
- **Orient** –organization mission/vision and volunteer' goals
- **Train**– professional development
- **Utilization** – communication, progress of work, feedback
- **Recognize** – have fun (eat & learn together sessions ), leadership role,
- **Evaluate** – process evolution, outcome evaluation, economic impact evaluation



*Please use a chat box.*

Why do people volunteer in the first place?

# Why Do People Volunteer In The First Place?

- To feel needed
- To share skills
- To get to know a new community or neighborhood
- To help someone
- Because a family member or friend pressured them
- To gain leadership skills
- To earn academic credit
- To be with people who are different from themselves



# Why Do People Volunteer In The First Place?

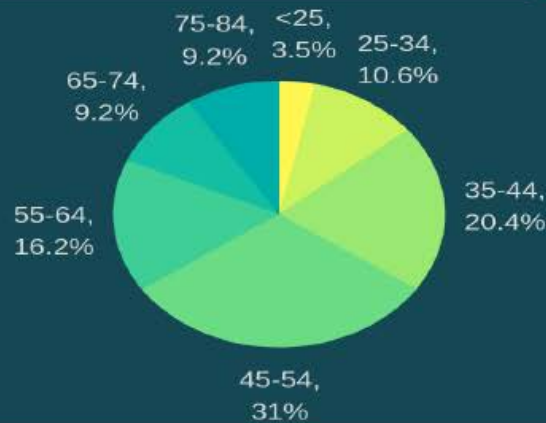
- To keep busy
- To do something with a friend or family member
- To learn the truth
- To see that resources are well allocated
- For recognition
- To make new friends
- To explore a career
- To demonstrate commitment or belief to a cause

# Why Do People Volunteer In The First Place?

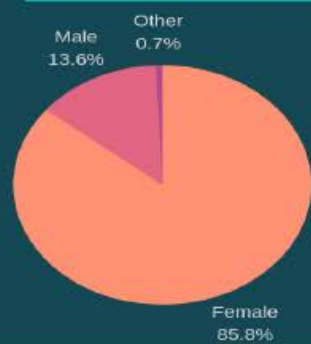
- To help a family member
- To do something different than their daily job
- For Fun!!
- To keep skills alive
- As an excuse to do something they love
- To donate their professional skills
- As a family tradition
- Because is no one else does it
- To get the meals, transportation, or other benefits

# DEMOGRAPHIC VARIABLES OF 4-H COMMUNITY LEADERS

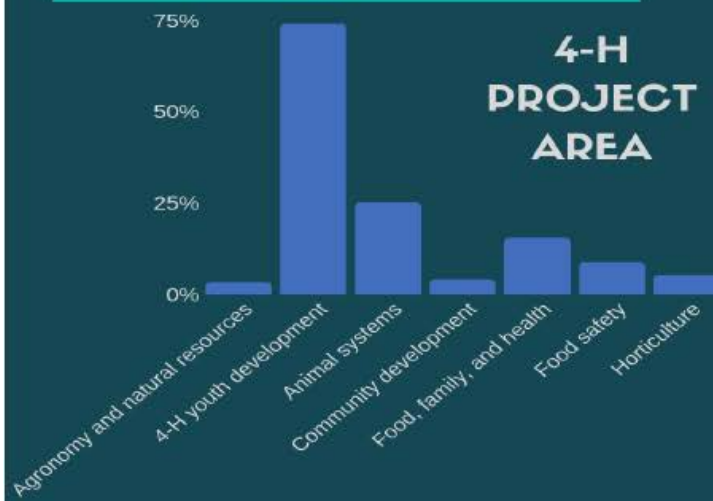
**A  
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## 4-H PROJECT AREA



# WHY DO VOLUNTEERS LIKE WORKING WITH PENN STATE EXTENSION?



**PROGRAMS ARE RELEVANT TO THE NEEDS OF THE COMMUNITY**

93.0%



**VOLUNTEER SERVICE WAS WORTHWHILE**

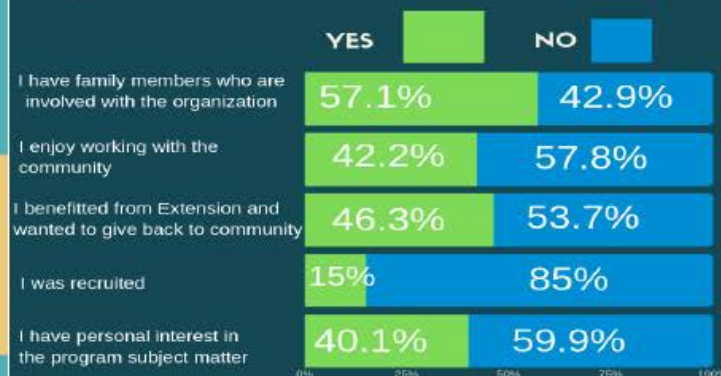
93.9%

**LEARN NEW THINGS BECAUSE OF BEING A VOLUNTEER**

92.5%



# WHAT CAUSED YOU TO BECOME AN EXTENSION VOLUNTEER?



## INTENTION TO REMAIN A VOLUNTEER



## RETAINING 4-H VOLUNTEER LEADERS

- Consider how volunteers can be retained after the program is over
- Ensure volunteers have ample time to perform tasks
- Maintain a positive leadership climate
- Work to emphasize volunteer benefits of being involved in the program
- Emphasize potential career and professional skills that volunteers may gain by continuing involvement

I have family members who are involved with the organization

57.1%

42.9%

I enjoy working with the community

42.2%

57.8%

I benefitted from Extension and wanted to give back to community

46.3%

53.7%

I was recruited

15%

85%

I have personal interest in the program subject matter

40.1%

59.9%

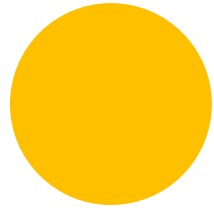
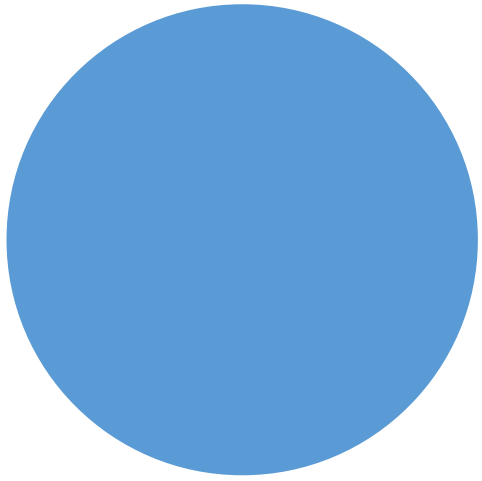
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25%

50%

75%

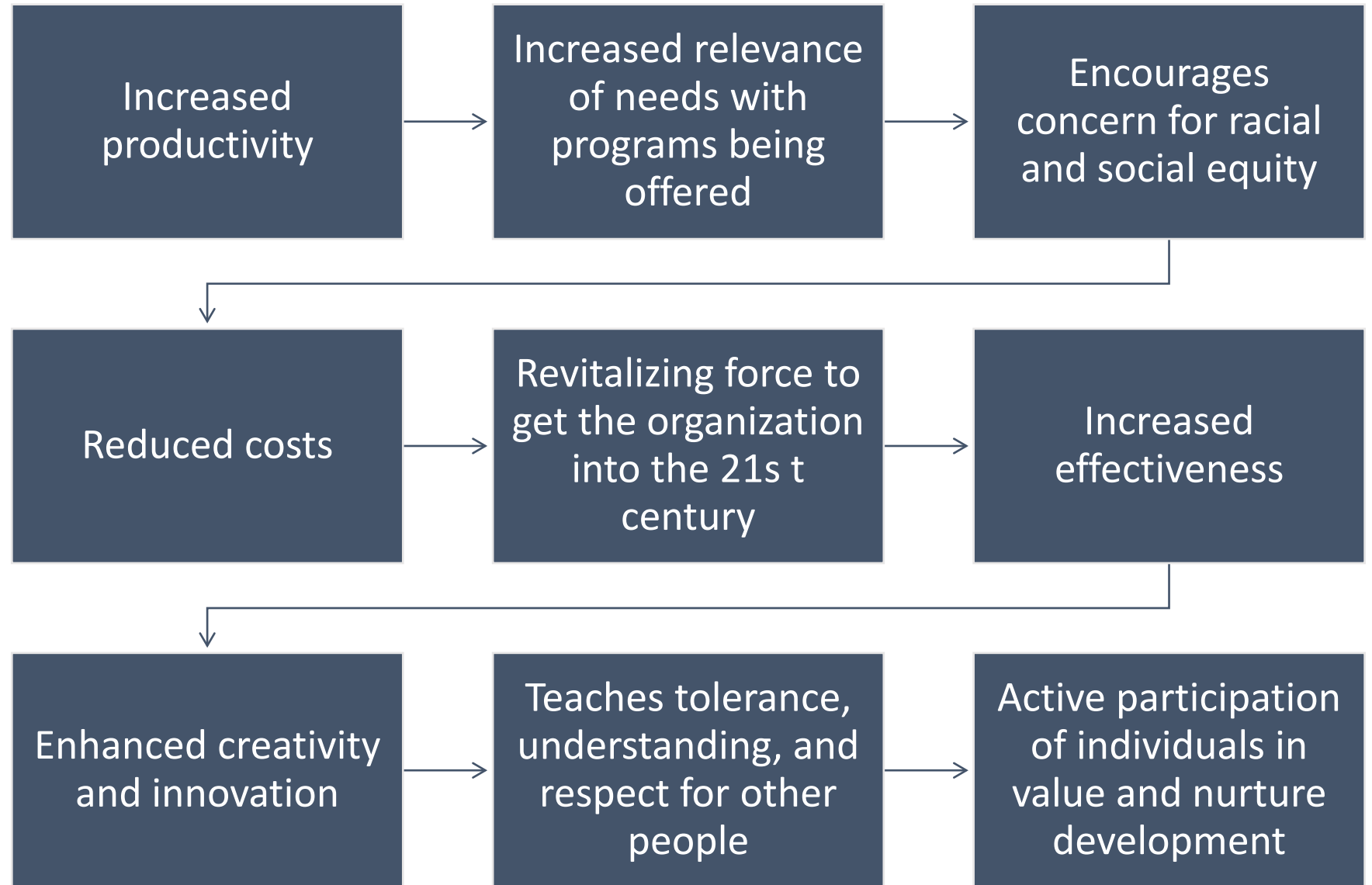
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Implications & Examples  
*Recruitment and Motivation*



# Benefits of having a diverse volunteer force



# Recruitment Is the Third Step

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## The First Step

### #1 Know why your program wants volunteers

- Determine what volunteers are expected to accomplish
- Set goals and objectives for volunteer achievements
- Identify how many volunteers you need





## Step 2. Design Volunteer Assignment



- Assignment must be challenging & creative
- Limited vision produces limited results
- Volunteer motivation correlates with volunteer job description



We adopted Cassilland colleagues' (2012) **recommendations for position description**, which can serve as a guide to write position descriptions for either episodic or traditional volunteers.

- Position title, goal of position, and benefits of serving as a volunteer
- Sample of required activities
- Project title and timeframe
- Length of volunteer commitment (one day, one week, month, year) and hours of involvement (hours per day, week, month, or year)
- Schedule (specific time or flexible) and location
- Detailed qualifications
- Training information
- Supervisor's name, title, and contact information

## Step 3: Develop & Implement Recruitment Plan

### Brainstorm

- For each volunteer job description, brainstorm potential sources of people having the necessary qualification

### Select

- For each potential source of volunteer, select the most appropriate technique to communicate your message

### Do

- Do it! Go out and ask people to volunteer

### Be

- Be prepared for applicants to contact you and develop a welcome system for interviewing, screening, and putting new volunteers to work.



There are no rules  
where you can (or  
cannot) recruit!

Where to Look for  
Volunteers?



# The Process of Identifying Sources

Concentrate on one volunteer job description at a time

Your recruitment Think Tank:

Instead of asking - “Where can we find people (in general)?”

Ask: - “Where in our community might we find people who have the skills (or background, or characteristics) according to this volunteer job description?”



# Creating Your “Circle of Resources”



# For Example: You need a volunteer who can do calligraphy

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Ask yourself: - “Where can we find someone who is skilled at calligraphy?”

You might brainstorm a list like this:

- Art classes studying pen and ink
- Businesses that specialize in producing invitations
- Graphics departments of major corporations
- Local Freelance artist association
- European art society
- Large catering firms that also do invitations
- Companies with computers that do calligraphy
- Sign-making companies
- Art supply stores that sell calligraphy pens and inks

Where can we find people who are available Monday to Friday, 9:00 am to 5:00 pm?

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**Think about all the jobs that require:**

- Shift Workers
- Evening Workers
- Weekend Workers
- Odd or “Free-to-Choose” Schedule
- The Self-Employed

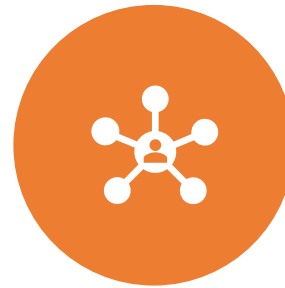




# Four Key Principles of Volunteer Recruitment



**Success in recruitment -  
creative thinking**



**Focus on each job  
description separately.**

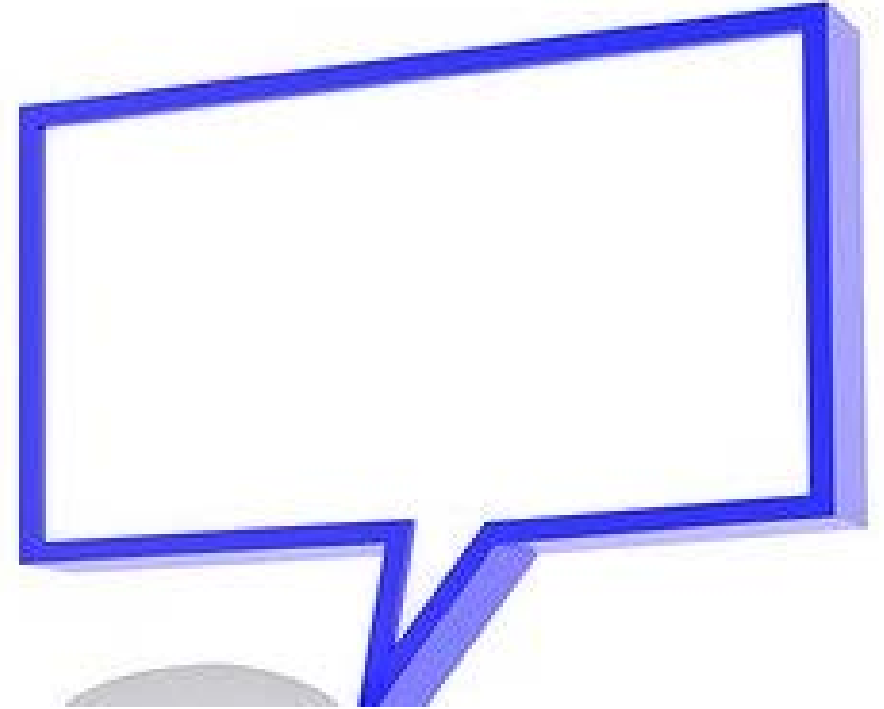
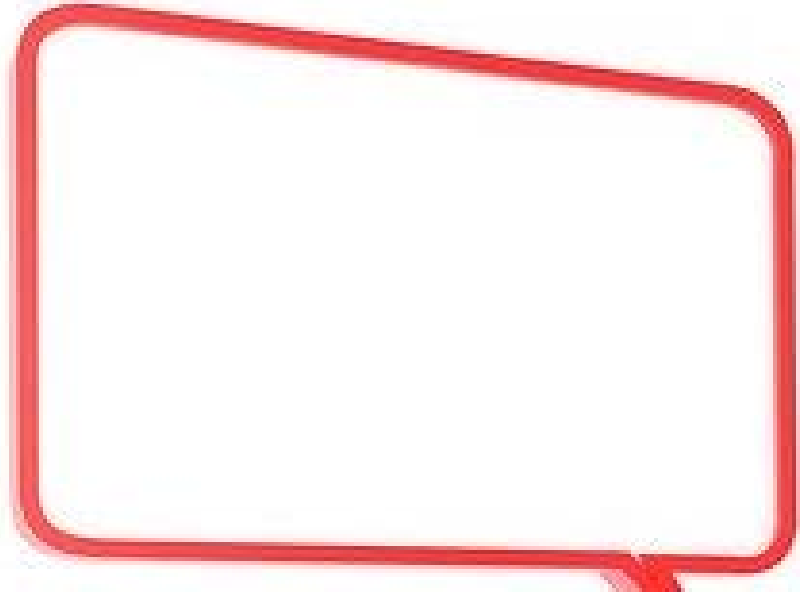


**There are no rules  
where you can or cannot  
recruit**



**Start with the sources that  
attract you**





*Please use a chat box*

Please name one or two factors/ reasons/issues behind  
volunteer turnover



<https://pixabay.com/photos/ladybug-beetle-coccinellidae-insect-1480102/>

# Volunteer Motivation

- How to manage volunteers once you get them?
- What is going to motivate them to stick around?

Obviously not the pay!

Keep  
volunteers  
motivated  
with



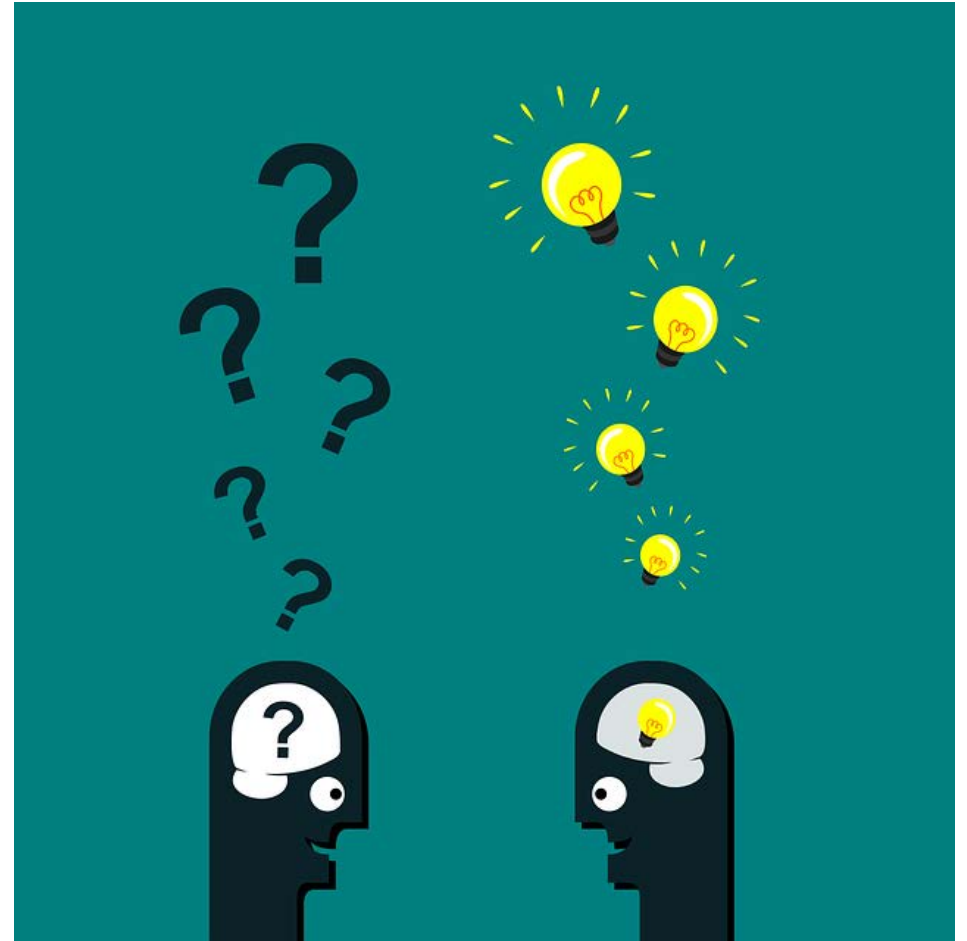
- Welcoming environment
- Training
- Ongoing communication
- Supervision
- Evaluation
- Recognition

# The Role of Volunteer-Friendly Environment in Retaining Volunteers is Huge

Pleasant and comfortable environment for our volunteers are  
important

# 1. When a volunteer enters your facility, are they:

- A. Acknowledged immediately with a friendly smile?
- B. Ignored until they press the issue?





# 2. When showing a volunteer around, does the staff member:

- A. Make an effort to introduce the volunteer to everyone by name?
- B. Make no introduction?



# 3. On breaks, are volunteers:

- A. Invited to join your staff?
- B. Ignored?

<https://pixabay.com/illustrations/questions-who-what-how-why-where-1328466/>



# 4. During gathering,  
does your staff:

- A. Involve your volunteers  
in conversation
- B. Ignore the volunteers







<https://pixabay.com/illustrations/earth-globalisation-network-3866609/>

## **Strategies for how to effectively communicate**

- Get to know your volunteers
- Be specific
- Be polite
- Host group meetings and get-togethers
- Give volunteers opportunities to voice opinions





# Real Story

*Dear Angela,*

We really missed you at our last meeting. We appreciate your input into our discussion and how much we all depend on your expertise.

Thanks,  
Ralph (*Chairman*)

**She didn't send her letter of resignation**

Your role is to create a culture that stimulates the inner motivation of each volunteer



# What can you do from the outside to arouse that inner motivation?

- 
- Discover what motivates volunteers?
  - Give regular feedback. Without feedback volunteers don't know where they stand
  - Offer special privileges or perks. Perks help retention
  - Send volunteers to conferences
  - Provide on-the-job vocational training

# What can you do from the outside to foster that inner motivation?

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- Be available to volunteers
- Provide free food
- Provide tangible incentives
- **Have fun!!**
- Accountability
- Positive gossip
- Thank families of volunteers







# Foster Volunteer Success

- Engage in Strategic Planning
- Move Volunteer training to the Top of your TO DO list
- Give your volunteer a place to grow
- Show equal value to volunteer and paid staff
- Print a poster/bulletin “Volunteer Success Story” (Monthly) with picture and how volunteer handled a situation or had a success
- Establish an ongoing volunteer training program

## Strategies to improve trust-based communications during crisis (COVID-19)

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- **Create and share a clear message.**
- **Shoot for accuracy and transparency.**
- **Make communication consistent.**
- **Ensure employees and volunteers feel secure.**
- **Ensure clients feel secure.**
- **Encourage collaboration.**
- **Make yourself available**
- **Foster a sense of community.**



<https://pixabay.com/illustrations/question-mark-mind-colorful-1456854/>

# COVID-19 or Tips how to engaging with volunteers through tech

# 1. Engage volunteer via social media (share short story that ties in with your mission)

# 2. Quality vs. Quantity (be brief, people will read posts with 80 or less characters, one post /per day or two posts per week – be consistent)

3#. Online tools that help you communicate with volunteers:

- Content of work tasks, to keep up with everything – use Evernote <https://evernote.com/>
- Collaborate with Dropbox, <https://www.dropbox.com/> 2GB is free; syncs changing drafts of the document content with your volunteers



# COVID-19 or Tips how to engaging with volunteers through tech

# 4. Real time collaboration via Google Docs, give volunteers access to other volunteer calendar and documents to collaborate in real time

# 5. Use Doodle, <https://www.doodle.com> to identify time for your meeting, and use Google Calendar or other platforms for creating a meeting

# 6. Use a free online platforms for surveys -

- Survey Monkey <https://www.surveymonkey.com/>
- Google Forms <https://www.google.com/forms/about/>

# 7 Using Hootsuite your volunteers can work together to manage multiple social media profiles <https://hootsuite.com/>

# RESOURCES



PennState Extension

Department of Agricultural Economics, Sociology, and Education

# Volunteer Management & Leadership Tip Email

April 2020

*Dear Readers,*

Our thoughts are with all Extension and outreach educators who are navigating the COVID-19 crisis, as information changes day-to-day. We are diligently working to provide strategies and resources to help educators and leaders of volunteers deal with this quickly evolving situation. We encourage you to stay healthy to protect yourself, your family, and communities by learning new ways to work individually and collectively while adhering to social distancing. Use this situation as an incredible opportunity to be reflective and insightful in terms of how we can learn and grow from this experience. We would encourage you to think of this also as an opportunity for personal and professional growth in dynamic ways. This issue is devoted to best practices for virtual teamwork. As you read the tip email, consider strategies you may want to utilize to improve telework with your teams and volunteers.

As you know, the purpose of this Tip Email series is to provide you with brief information about specific topics in volunteer management and leadership. In this



Source: <https://www.maxpixel.net/Orion-Nebula-Emission-Nebula-Constellation-Orion-11185>

## RESEARCH IN BRIEF

Volume 1 Issue 2

VOLUNTEER RECRUITMENT  
& RETENTION

5

254 100.0%



[Back to world map](#)

## Volunteer Management and Leadership Tip Email

- <https://mailchi.mp/e637d988734d/volunteer-management-tip-email-march2020-2710010>

## Research in Brief

- <https://mailchi.mp/3db50cd4dbd2/research-in-brief-volume-1-issue-2>

# Penn State Extension Leadership Network

<https://www.facebook.com/psuleadership>



# Extension Articles

<https://extension.psu.edu/suzanna-windon-ph-d>

**Growth and Hope: A Recipe for Optimism and Organizational Success (March 30, 2020)**

<https://extension.psu.edu/growth-and-hope-a-recipe-for-optimism-and-organizational-success>

**Negative Factors Affecting Telework and Strategies for Virtual Teamwork (April 13, 2020)**

<https://extension.psu.edu/negative-factors-affecting-telework-and-strategies-for-virtual-teamwork>

**Positive Youth Development / Strategies for Creating a 4-H Welcoming Environment October 25, 2019**

<https://extension.psu.edu/positive-youth-development-strategies-for-creating-a-4-h-welcoming-environment>

# Extension Articles

## **Working with College Student Volunteers (March 3, 2020)**

<https://extension.psu.edu/working-with-college-student-volunteers>

## **Establishing an Effective and Motivated Virtual Team (April 13, 2020)**

<https://extension.psu.edu/establishing-an-effective-and-motivated-virtual-team>

## **Burnout in the Workplace (November 5, 2020)**

<https://extension.psu.edu/burnout-in-the-workplace>

## **Tips How to Foster Creativity Skills in Agriculture**

<https://extension.psu.edu/tips-how-to-foster-creativity-skills-in-agriculture>

# Resources

- Ellis, S. J. (2002). *The volunteer recruitment (and membership development) book*. Energize, Inc., 5450 Wissahickon Avenue, Philadelphia, PA 19144.
- Little, H. (1999). *Volunteers: How to get them, how to keep them*. Panacea Press.
- McKee, J. R., & McKee, T. W. (2008). *The new breed: Understanding and equipping the 21st century volunteer*. Group.

Thank You

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Volunteer Recruitment and Motivation session was developed by Dr. Suzanna Windon