



## VOLUNTEER MANAGEMENT CYCLE

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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



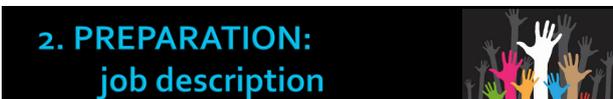
## FOUR MAIN STAGES

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 McClelland's 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.
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- Energize Inc. - [www.energizeinc.com](http://www.energizeinc.com)



THANKYOU!

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