



SLIDE PACK M2C3: RECRUITING, TRAINING AND RETAINING VOLUNTEERS (ADVANCED)

EVI-DEMS: Enhancing Volunteer Impact - Developing European
Management Standards



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SESSION 1 Introducing the course

EVI DEMS: Recruiting, training and retaining volunteers



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Introduction instructors & students

Introduction Instructors

Teacher

Title, school faculty etc.

Research interests

Teaching

Introduction students

- Go to www.menti.com and fill in the code
- Please answer the following two questions about your background.
- Raise virtual hand if you have any experience with ...
 - Civil society
 - Nonprofit organisations
 - Volunteering
- Anyone who'd like to share some of these experiences?



INTRODUCTION TO THE COURSE



	M1 Individual level	M2 Organisational level	M3 Societal level	M4 Professional level
Course 1	Who is a volunteer, Volunteer resources, antecedents	Diversity of volunteer involving organisations in theory and practice	The value of volunteering	The ethics of volunteer management
Course 2	Motivations to volunteer	Quality volunteering with inclusion dimension	Legitimacy of volunteering in society	The volunteer managers profession(al)
Course 3	Volunteering throughout life	Recruiting, training and retaining volunteers (advanced)	Volunteering infrastructure and ecosystem	The reflective volunteer manager

LEARNING OBJECTIVES



After this course, the student should be able to:

1. **Understand** how to match supply and demand in valuable volunteering opportunities, both offline and online, and regular and episodic.
2. **Understand** the varied effectiveness of recruitment and retention strategies for different organisational realities and target groups.
3. **Understand** the need, effectiveness of and implications for the volunteer experience of training and support processes.
4. **Evaluate** the suitability of processes for recruiting, training, and retention for achieving organisational goals.
5. **Devise** a plan for achieving organisational goals related to volunteering.

PROGRAM



Week	Session	Student preparation
1	Introducing the course	<ul style="list-style-type: none"> Read course manual
2	Organised volunteering and preparing the organisation for the inclusion of volunteers	<ul style="list-style-type: none"> Reading notes
3	Recruitment of volunteers	<ul style="list-style-type: none"> Reading notes
4	Selection of volunteers and preparation for work	<ul style="list-style-type: none"> Reading notes
5	Motivation, supporting and monitoring volunteers	<ul style="list-style-type: none"> Reading notes
6	Retaining volunteers	<ul style="list-style-type: none"> Reading notes
7	Volunteering policy	<ul style="list-style-type: none"> Discuss volunteer management in practice

INTRODUCTION STUDENTS



1. Short introduction
2. What prompted you to join this program
3. Which of the statements about volunteering do you most relate to?
 - *"Life's most persistent and urgent question is, what are you doing for others?" Martin Luther King, Jr.*
 - *"Volunteers don't get paid, not because they're worthless, but because they're priceless." Sherry Anderson*
 - *"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." Margaret Mead*
 - *"At the end of the day it's not about what you have or even what you've accomplished... it's about who you've lifted up, who you've made better. It's about what you've given back." Denzel Washington*

ASSIGNMENTS



1. Individual assignment: Reading notes
1. Summative Assignment: Volunteer management Reflection
2. Summative Assignment: Volunteer Management Plan

READING LIST



Brudney, J.L. & Meijs, L.C.P.M. (2014). Models of Volunteer Management: Professional Volunteer Program Management in Social Work. *Human Service Organizations Management, Leadership & Governance*, 38(3), 297-309. DOI: 10.1080/23303131.2014.899281
<http://www.tandfonline.com/doi/pdf/10.1080/23303131.2014.899281>

Brudney, J.L., Meijs, L.C.P.M., & Van Overbeeke, P.S.M. (2019). More is Less? The volunteer stewardship framework and models. *Nonprofit Management and Leadership*, 30(1), 69-87. <https://doi.org/10.1002/nml.21358>

Brudney, J. L., & Meijs, L. C. (2009). It ain't natural: Toward a new (natural) resource conceptualization for volunteer management. *Nonprofit and voluntary sector quarterly*, 38(4), 564-581.

Handy, F., Cnaan, R. A., Brudney, J. L., Ascoli, U., Meijs, L. C., & Ranade, S. (2000). Public perception of "who is a volunteer": An examination of the net-cost approach from a cross-cultural perspective. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 11(1), 45-65.

Arnon, L., Almog-Bar, M., & Cnaan, R. A. (2022). Volunteer Engageability: a Conceptual framework. *Nonprofit And Voluntary Sector Quarterly*, 52(6), 1633–1659. <https://doi.org/10.1177/08997640221132499>

READING LIST



Clary, E. G., Snyder, M., & Ridge, R. (1992). Volunteers' motivations: A functional strategy for the recruitment, placement, and retention of volunteers. *Nonprofit Management and Leadership*, 2(4), 333-350.

Compion, S., Meijs, L., Cnaan, R. A., Krasnopolskaya, I., von Schnurbein, G., & Abu-Rumman, S. (2022). Repeat and non-returning volunteers: The promise of episodic events for volunteer recruitment and retention. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 33(3), 472-482.

David O Renz, Robert D Herman (2016) ,The Jossey-Bass Handbook of Nonprofit Leadership and Management, DESIGNING AND MANAGING VOLUNTEER PROGRAMS

Güntert, S.T., Wehner, T., Mieg, H.A. (2022). Volunteer Work as a Matter of Motivation. In: Organizational, Motivational, and Cultural Contexts of Volunteering. SpringerBriefs in Psychology. Springer, Cham. https://doi.org/10.1007/978-3-030-92817-9_2

Haski-Leventhal, D., Cnaan, R. A., Handy, F., Brudney, J. L., Holmes, K., Hustinx, L., ... & Zrinscak, S. (2008). Students' vocational choices and voluntary action: A 12-nation study. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 19(1), 1-21.

Hyde, M. K., Dunn, J., Scuffham, P. A., & Chambers, S. (2014). A systematic review of episodic volunteering in public health and other contexts. *BMC Public Health*, 14(1). <https://doi.org/10.1186/1471-2458-14-992>

van Overbeeke, P. S., Koolen-Maas, S. A., Meijs, L. C., & Brudney, J. L. (2022). You shall (not) pass: Strategies for third-party gatekeepers to enhance volunteer inclusion. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 33(1), 33-45.

Session 2: Organised Volunteering And Preparing The Organisation For The Inclusion Of Volunteers



Aim: Understanding where voluntary work fits in the society and on what needs we can answer with volunteers.

Key themes:

Explain definition of volunteering, legislation of voluntary work and limits of volunteering

Explain what is needed to start with new volunteers.

Discuss defining needs for volunteer work.

Discuss The values of the organisation and how to include volunteer in the whole structure.

What Makes A Good Volunteer Experience



Sharing volunteer stories of good and bad volunteer experiences.

Discussions

- Where do you see the differences?
- Which needs were or were not met in these stories
- What is the role of volunteer manager?

Effective Volunteer Programs



serves as a vehicle to align the efforts of volunteers and paid staff towards organisational goals. Core functions (Jeffrey L. Brudney) enabling this alignment include:

- Establishing the rationale for volunteer involvement
- Involving paid staff in volunteer program design
- Integrating the volunteer program into the organisation
- Creating positions of program leadership
- Preparing job descriptions for volunteer positions
- Meeting the needs of volunteers
- Recruiting and retaining volunteers
- Managing volunteers
- Evaluating and recognising volunteer effort

Establishing the rationale for volunteer involvement



1. Why does the organisation need volunteers?
2. What will be their tasks?
3. How do these tasks differ from employees?



SESSION 3 RECRUITMENT OF VOLUNTEERS

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VOLUNTEER PROGRAM DESIGN



- Definition of volunteer
- Screening procedures
- Orientation and training
- Probationary period
- Assignment of volunteers
- Performance evaluation
- Benefits of service
- Length or term of service
- Grievance procedures
- Reimbursement policies
- Use of agency equipment and facilities
- Confidentiality requirements
- Disciplinary procedures
- Record-keeping requirements

The Jossey-Bass Handbook of Nonprofit Leadership and Management

VOLUNTEER JOB DESCRIPTIONS



- Job title and purpose
 - Benefits to the occupant
 - Qualifications for the position
 - Time requirement (for example, hours per week)
 - Proposed starting date (and ending date, if applicable)
 - Job responsibilities and activities
 - Authority invested in the position
 - Reporting relationships and supervision
 - Evaluation
 - Probationary period (if necessary)
-
- *The Jossey-Bass Handbook of Nonprofit Leadership and Management*

RECRUITMENT STRATEGIES



- Broadly targeted informing
- Targeted informing
- Delegated gathering
- Gathering in concentric circles
- Gathering within own stakeholders
- Gathering through volunteer stories



SESSION 4: Selection of volunteers and preparation for work

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WHAT KIND OF VOLUNTEER DO WE NEED?



- What kind of volunteer do we want (personality and physical characteristics)?
- What are the requirements (if any) regarding health and/or physical attributes needed for volunteer work?
- What specific knowledge/skills/experience/qualities are needed to perform volunteer work? Which of the above are essential? Which are desirable?
- How is the volunteer's working time scheduled (regular, irregular...)?
- Does the volunteer need their own transportation?
- Will the volunteer work in a group or alone?
- Is administrative work part of the volunteer's tasks?
- What practical support will the volunteer need?
- What do volunteers gain from this?

how to choose a suitable volunteer



- Different ways of selection (questionnaires, training before work, motivation letter ...)
 - First interview with a volunteer.
 - Trainings
 - Volunteer contract
-
- When and how to say NO?
 - When is the organisation inclusive?

CASE STUDIES



Explore and compare volunteer recruitment strategies employed by two distinct organisations: a hospice and a youth centre.

Through case studies and interactive discussions, you will gain insights into the unique challenges, target audiences, and effective recruitment methods tailored to each organisation's mission and goals.



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SESSION 5: Training, supporting and monitoring volunteers

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SESSION 6: Retaining volunteers

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Rewarding volunteers



Volunteer work is not paid and because it is likely to be balanced with other life obligations, enjoyment-based intrinsic motivators are likely to be the most important factor in the sustainability of volunteer work commitment.

- autonomy,
- relatedness and competence
- connection
- meaning

Rewarding Volunteers



- Think about different rewards, that fit the motivations of volunteers.
- Case study: Find the best rewards for different volunteers (story descriptions)

This session



Aim: Understand and discuss what makes voluntary effort sustainable at an organisational level.

Key themes:

1. Explain voluntary effort sustainability from an organisational perspective
2. Explain the importance and value of recognising volunteers and making them feel valued.
3. Explain the various elements that contribute or detract from volunteer satisfaction.



SESSION 7: Volunteer policy

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SUMMATIVE ASSIGNMENT:



VOLUNTEER MANAGEMENT PLAN PRESENTATIONS



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HARVESTING



- What were the most valuable insights or learnings you gained from this course?
- What specific skills or knowledge have you acquired that you believe will be most beneficial to you in the future?
- Did the course meet your expectations? If not, what would you have liked to see done differently?
- What aspects of the course did you find most engaging or enjoyable?
- How effective were the course materials (e.g., readings, videos, assignments) in helping you achieve the course objectives?
- Do you have any suggestions for improvements or additions to future iterations of this course?