

Training Busy Staff to Succeed with Volunteers: Modules 4-7

- **Motivating Volunteers**
- **Volunteer Supervision**
- **Orientation/Training of Volunteers**
- **Delegating to Volunteers**

Thursday, April 2, 10:00 am to 11:00 am (Pacific)

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**Training Busy Staff
to Succeed with Volunteers:
The 55-Minute Training Series**

Volunteer Motivation

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Energize, Inc.

Initial Observations

- ▶ People are motivated to volunteer for a great variety of reasons.
- ▶ What one person loves to do, another might not prefer not to do.
- ▶ Many organizations never ask why a person is volunteering.
- ▶ As long as a person's needs are cared for, they will most likely continue to volunteer.

Learning Objectives

- ▶ Success = matching the Corps' needs with a volunteer's ability and motivation.
- ▶ Understand the variety of reasons that people volunteer.
- ▶ Determine your personal motivation style and its impact on your volunteers.
- ▶ Examine motivation and the Corps' ability to attract and retain volunteers.

Key Concept 1

- ▶ Success in volunteer programs occurs when the needs of the organization, the paid staff, and volunteers simultaneously met.

- ▶ Two-way giving



What are some of the impacts?

- ▶ *Scenario 1: Volunteer's needs are met, but the Corps' needs are not*
 - Staff will see volunteers as an extra burden
 - May show resistance to future volunteers
- ▶ *Scenario 2: Corps' needs are met, but the volunteer's needs are not*
 - Volunteers will leave to get their needs met
 - Volunteers will stay and become 'martyrs', letting others know how 'abused' they are

Key Concept 2

- ▶ Many motivational issues/problems are a result of not understanding who volunteers and why they contribute their time.

Why Do People Volunteer?

Understanding a person's motivation for volunteering is key to placing him/her in the right volunteer position. Listed below is a sampling of some of the needs that people can meet through volunteer activity:

- Be challenged
- Develop new skills and interests
- Earn credit for school
- Improve community
- Impact a cause you care about
- Gain leadership skills
- Make a difference
- Continue to use skills after retiring
- Add variety and spice to life
- Socialize
- Give back to the community/agency
- National Community Service
- Gain experience for a career change
- Meet new people
- Network and PR for business
- Get acquainted with a community
- Escape from life stresses
- Receive recognition
- Have fun
- Donate professional skills
- Gain self-esteem and self-confidence
- Maintain skills while out of job market
- Work off court fines
- Improvement in mental or physical health

*Found on page H-3 of Volunteer Motivation chapter in the manual

Changing Volunteer Motivation

- ▶ What's different between why people may have volunteered in the past and why they do so now?
- ▶ Expanding motivations:
 - To make a difference + self-interest
 - Training or educational requirements
 - Business contacts
 - Socializing and recreation
 - Leadership opportunities and more...

Changing Volunteer Motivation

▶ Changing Needs:

- Flexibility
- Prefer short-term assignments
- Want family and group activities
- Respond to causes
- May be “*voluntolds*”
- Prefer virtual volunteer work

Key Concept 3

- ▶ Understanding and appreciating a variety of motivational styles can lead to more effective and meaningful volunteer placement, supervision, and recognition.

Motivational Theory

Three primary motivators of human behavior:

- Achievement
 - Affiliation
 - Power/Influence
-
- ▶ We all have a combination of the three, but frequently one is dominant.
 - ▶ We can exhibit one style at home and another at work

Achievers...



► Think about:

- Achieving goals
- Solving problems
- Strong performance and success

► Strengths:

- Well-organized
- Innovative
- Good planners, and problem solvers
- Strong initiative

► Struggles and Weaknesses:

- Delegation to others
- Process (they can be impatient)
- Valuing relationships and team
- Sensitivity to feelings/needs of others
- Perfectionism
- Calculated risk taking

Achievers...



► Needs:

- Feedback (they don't like to fail)
- Challenges and opportunity to grow
- High standards, unique accomplishments
- Deadlines
- Responsibility
- Checklists (and crossing them off!)

► Best Types of Roles:

- Fundraising
- Administration
- Training
- Financial
- Data gathering
- Professional tasks
- Board of Directors

► Has: An Elaborate Planner



Affiliators...



► Think about:

- Interpersonal relationships
- Feelings (theirs and others)
- How they can help

► Strengths:

- Good barometer of “climate”
- Team players
- Sensitivity
- Good listeners
- Persuaders

► Struggles and Weaknesses:

- Over-sensitive
- Dealing with conflict
- Unaware of time
- Need much affirmation
- Can over-react
- Being alone or with strangers

Affiliators...



► Needs:

- To help and be needed
- To be with friendly people
- To feel included, liked
- To be supervised by a “leader-friend”
- Personal recognition
- Opportunities to express feelings

► Best Types of Roles:

- Direct client services
- Public relations
- Support activities
- Planning/giving recognition to others
- Leading support groups

► **Has: Biggest contact list**



Power/Influence People...



▶ Think about:

- Impact, influence on behalf of others (social power)
- What's in it for me? Keeping the power I have (personal power)
- Leadership, prestige and job status (social and personal power)

▶ Strengths:

- Door openers

- Strategic thinkers
- Fundraising from individuals
- Teachers, trainers
- Work through hierarchy

▶ Struggles and Weaknesses:

- Dominating
- Argumentative and outspoken
- Possibly intimidating to Affiliators

Power/Influence



► Needs:

- Position of leadership and influence
- Public recognition
- Prestige and job status



► Best Types of Roles:

- Advocacy
- Policymaking
- Fundraising
- Political action
- Speaker, trainer
- Media representative
- Board Chair or chair of powerful task force or committee

► Has: Impressive Recognition Plaque Wall

Points to Remember

- ▶ Organizations need people with a variety of motivational styles to achieve their mission.
- ▶ Honor what motivates a person to volunteer in exchange for that person's service to the organization.
- ▶ Some conflict can arise between people with different motivational styles.
- ▶ Get creative in adapting to these styles.

Determining Motivation

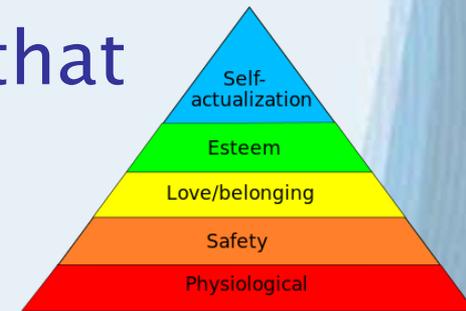
- ▶ To determine motivational style, ask non-directive questions such as:
 - What jobs have you enjoyed most? least?
 - Describe a perfect supervisor.
 - » *Affiliators want a buddy.*
 - » *Achievers want a partner to offer parameters and checkpoints.*
 - » *Power People want to know the goal and be given a great deal of freedom in reaching it.*

Key Concept 4

- ▶ Retention of volunteers is enhanced by recognizing their changing motivational needs.

Changing Motivational Needs

- ▶ Motivational needs change over time.
- ▶ We must be aware when needs change.
- ▶ The Maslow Theory reminds us that *met needs no longer motivate.*
- ▶ Powerful question to ask:
 - What can we do, as an organization (or as individuals), to keep you involved as a volunteer for the Corps?



Summary

- ▶ It is not difficult to encourage people to do what they long to do.
- ▶ The challenge is to find out what that longing is.
- ▶ Motivation is truly at the heart of successful volunteer leadership.



Supervising Volunteers

Learning Objectives

- ▶ Understand the role of supervising volunteers.
- ▶ Learn the similarities and differences in supervising paid versus non-paid staff.
- ▶ Evaluate qualities of effective supervisors.
- ▶ Learn various methods of supervising volunteers.



Key Concept 1

- ▶ Staff and volunteers who are asked to supervise volunteers must clearly understand the organization's expectation of them in this role.
- ▶ Supervision is an all-encompassing activity which involves the process of stimulating and overseeing the work of others.

Supervisory Skills

- ▶ Excellent supervisory skills are not measured by your personal accomplishments, but by the success of those who report to you.
- ▶ Supervisory tasks fall into 4 categories:
 - Preparation/orientation
 - Ongoing support
 - Reporting
 - Evaluation



Preparation/Orientation

- ▶ Written position description
- ▶ Introductions to staff and volunteers
- ▶ Work area preparations
- ▶ Supervision and evaluation system explained
- ▶ Risk management issues handled
- ▶ Relevant policies and procedures shared

Ongoing Support and Resources

- ▶ Training
- ▶ Coaching (on-the-job)
- ▶ Ongoing informal appreciation
- ▶ Materials/information to support the work



Reporting Requirements

- ▶ Individual and overall volunteer hours
- ▶ Impact of volunteer work
- ▶ Reports to Volunteer Coordinator and others
- ▶ Periodic written volunteer reviews

Evaluation

- ▶ Annual (or other timeframe) performance reviews of volunteers.
- ▶ Annual written evaluation of volunteers' work within the organization, your department, etc.

Key Concept 2

- ▶ People who are competent supervisors of paid or unpaid staff share key skills and characteristics.
- ▶ You must be a superb supervisor when working with volunteers because they can more readily leave the organization.



Skills of a Good Supervisor

- ▶ Trainer/educator
- ▶ Team builder
- ▶ Delegation
- ▶ Planning
- ▶ Coaching
- ▶ Listening
- ▶ Conflict resolution
- ▶ Communication
- ▶ Confrontation
- ▶ Problem solving
- ▶ Evaluation/review
- ▶ Climate setting
- ▶ Sharing knowledge
- ▶ Setting standards

Personal Qualities of a Good Supervisor

- ▶ Trustworthy
- ▶ Consistent
- ▶ Models good behavior
- ▶ Positive attitude, sense of humor
- ▶ Empowering
- ▶ Supportive
- ▶ Articulate



Key Concept 3

- ▶ Although the principles of supervision for volunteers and paid staff are very similar, there are some unique aspects to volunteer supervision.

Uniqueness/Differences

- ▶ Part-time basis
- ▶ Working at a distance
- ▶ Volunteers more free to leave if dissatisfied
- ▶ Good supervision may be new experience for volunteer
- ▶ Confusion over “who is my supervisor?”
- ▶ May take more time for socializing needs
- ▶ Difficult to confront a volunteer
- ▶ Volunteers may need more flexibility

Key Concept 4

- ▶ Supervision methods can be varied, depending on the formality, size and style of the organization, type of position, and other factors.

Supervision Methods

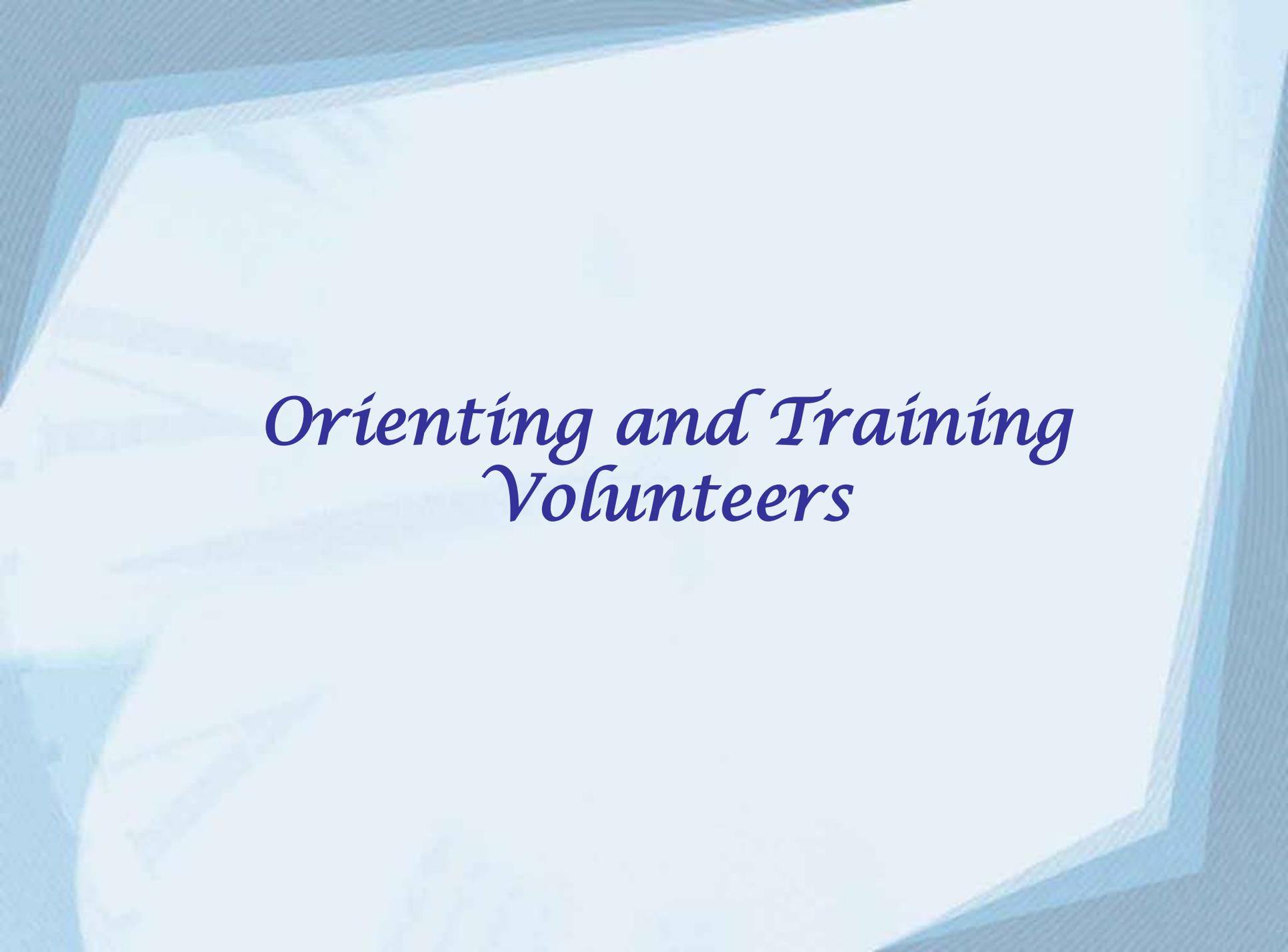
- ▶ Specific appointments at designated times
- ▶ Open time for scheduling appointments
- ▶ Monthly group or individual meetings
- ▶ Supervision by “walking around”
- ▶ Regular reports/phone calls to and from volunteers working off site
- ▶ E-mail updates



Summary

- ▶ Supervision is a complex activity which involves a number of skills and qualities to empower others to do their work effectively, especially when you are working with volunteers.





*Orienting and Training
Volunteers*

Purposes of this Session

- ▶ To explore the rationale and elements of volunteer orientation and training.
- ▶ To deal effectively with the challenges posed by orientation and training.

Learning Objectives

- ▶ Learn what to include in orientation and training, how to deliver, and by whom.
- ▶ Identify and respond to challenges in orienting and training today's volunteers.
- ▶ Evaluate and improve orientation and training so as to continually keep it relevant and useful.



Think about a time when you volunteered...

- ▶ Recall the manner in which the organization made you feel at home with the new setting, position, or task.
- ▶ How helpful was the orientation?
- ▶ How were you specifically trained to be competent in carrying out the position/task?

Key Concept 1:

- ▶ A volunteer's orientation to an organization or program should include information on its mission, values, systems and structure, history, future plans, and social community.

Orientation Checklist

- ▶ **Topics** that could be included
- ▶ **Who** should be involved in orientation
- ▶ **Methods** of sharing orientation
- ▶ **Best times** to offer orientation
- ▶ **Time lapse** between volunteer interest and opportunity for orientation
- ▶ **Which volunteers** get orientation

Potential Orientation Issues

- ▶ Ways to involve more staff/volunteers?
- ▶ Is information updated and accurate?
- ▶ Should any orientation occur before volunteers register to volunteer?
- ▶ How do we orient short-term volunteers and what should be included?

Orientation Checklist and Questions

As a way to review and improve our orientation of volunteers, complete this check list for use at our seminar.

1. Topics in our orientation sessions	Yes	No	N/A	Needs to be improved	Don't know
History					
Welcome					
Mission/program					
Future goals/vision					
Philosophy of volunteer engagement					
Introduction to volunteer program					
Expectations/benefits of volunteering					
General policies/procedures					
Basic agency/facility info					
Staff and volunteers (organizational chart)					
Fundraising efforts					
Culture of agency					
Dress code, parking, etc.					
Liability coverage					
Training required					
Supervision system					
Handbook					
Confidentiality forms					

*Found on page H-2a of Orienting and Training Volunteers chapter in the manual

Orientation Examples on the NRM Gateway

- ▶ Berlin Lake orientation presentation
 - ▶ Chain of command, missions, history, welcome
- ▶ Bonneville Volunteer Handbook
 - ▶ Missions, expectations, policies, benefits, safety, standards of conduct, termination
- ▶ Lake Kaweah Volunteer Handbook
 - ▶ Safety, position descriptions, appearance, responsibilities, communications, duties, record keeping, VA, emergencies
- ▶ Lake Okeechobee Volunteer Handbook
 - ▶ Ethics, Rules, Emergencies, duties, position descriptions, use of government equipment, recognition

Key Concept 2

- ▶ Training is the process of equipping volunteers with the appropriate skills and knowledge to effectively carry out the work they have agreed to perform for the organization.



Topics to Include in Training

- ▶ **Skills** needed to perform the task/position.
- ▶ **Knowledge and information** needed to perform the task/position.
- ▶ **Attitudes** needed for healthy and successful performance of the position.

Two Major Styles of Training

▶ Formal Training Sessions

- Classroom style
- Lectures
- Discussion
- Field trips
- Scenario discussions
- Role plays
- Case studies
- Possible test to determine mastery of information



Two Major Styles of Training

▶ Informal Coaching/On-The-Job

- Demonstrating the skill
- Observing as volunteer performs it and giving feedback
- Giving additional support, as needed



Potential Topics in Training

- ▶ Skills, attitudes and knowledge to perform the job and any authority in decision making.
- ▶ Boundaries in what the volunteer can and cannot do and why.
- ▶ How to handle emergencies
- ▶ Who the volunteer works with and how his/her responsibilities fit with other staff and volunteer roles.
- ▶ How the volunteer position fits into the larger mission of the organization.

Special Tips

- ▶ Keep all volunteers updated.
- ▶ Keep records on training completed.
- ▶ Develop a checklist to monitor required training.
- ▶ Use online, distance-learning options.
- ▶ Always give written handouts, too.
- ▶ Divide into groups by training needs.
- ▶ Involve volunteers in training other volunteers.

Key Concept 3

- ▶ There are considerable challenges you face in orienting and training today's volunteers.

Potential Challenges

- ▶ Timing Issues (short term volunteers/ limited staff time)
- ▶ Volunteers working at a distance from the organization
- ▶ Varying skill and knowledge levels
- ▶ Accuracy of volunteer's self reported skills
- ▶ New ways to carry out orientation/training that are more time efficient and utilize electronics

Potential Challenges

- ▶ How to keep long-term volunteers updated
- ▶ How to attract volunteer trainers
- ▶ How can we make it fun and engaging
- ▶ How to create user-friendly handbooks for staff and volunteers
- ▶ How to share our “culture” with new volunteers in our orientation sessions
- ▶ How to make in-service training attractive to volunteers

Key Concept 4

- ▶ It is important to evaluate and improve your orientation and training program to continually keep it relevant and helpful.



Evaluation of Orientation and Training

▶ Immediate feedback



- After Orientation Session – examples:
 - » Did we answer all questions?
 - » Use your time efficiently?
 - » Did you feel a welcoming atmosphere?

- After Training Session – examples:
 - » Do you feel adequately prepared you for your work?
 - » Was any part of the training weak or inadequate?
 - » Was your time well used?
 - » Did you have opportunities to test out new skills?

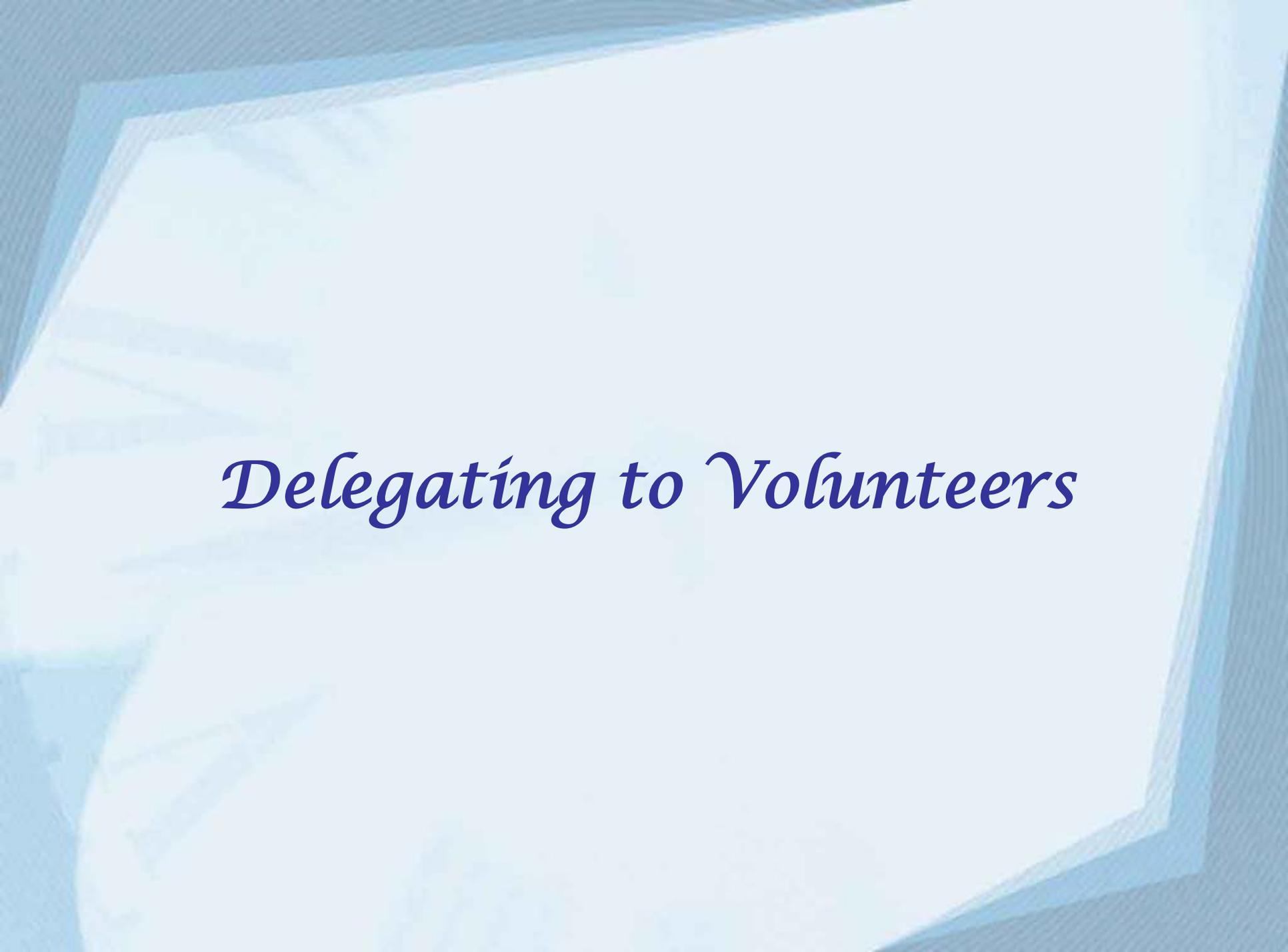
Evaluation of Orientation and Training

- ▶ After the volunteer has been on the job, ask:

Is there anything you have experienced on the job that we have not adequately prepared you for?

Closing Thoughts

- ▶ Effective orientation and training:
 - Impact the ultimate satisfaction of volunteers.
 - Lead directly to retention, effectiveness, and volunteer productivity.
- ▶ Continually work to build in time to give volunteers a great chance to be successful partners in your mission.



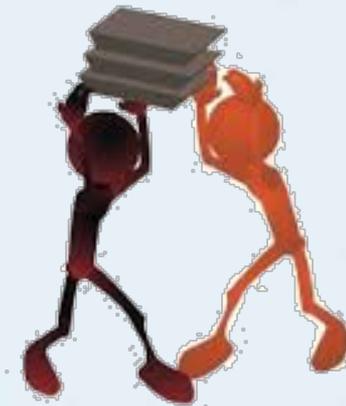
Delegating to Volunteers

Learning Objectives

- ▶ Recognize personal resistance to delegation.
- ▶ Understand the differences between doing, directing, dumping, and delegating.
- ▶ Learn the procedures and technical skills of delegation.
- ▶ Propose appropriate levels of authority when delegating.

Key Concept 1

- ▶ Many difficulties in delegation arise from:
 - Attitudes toward releasing work
 - Not understanding what delegation is
 - Lack of organizational rewards for effective delegation



Attitudes

- ▶ Although we like others to delegate to us, many of us have some resistance to delegating to others.

- ▶ Why do people have difficulty delegating?
 - “I can do it better.”
 - “I enjoy it and don’t want to give it up.”
 - “I have no time to delegate.”
 - “People will wonder what I do.”
 - “The volunteer may do it better than I do.”
 - “I don’t want to lose control by ‘farming’ it out.”

Attitudes

- ▶ If we continue to allow these attitudes to affect our willingness to delegate, we will never become good managers.
- ▶ Good managers don't do things directly; *they work through others (delegate) to get the job done.*



Understanding Delegation

- ▶ Many misunderstand what delegation is:
 - Assigning mutually agreed-upon results.
 - Giving an appropriate level of authority.
 - Offering needed support and training.
 - A follow-up system to allow you to inspect what you expect.

Understanding Delegation

There are four ways to get a job done:

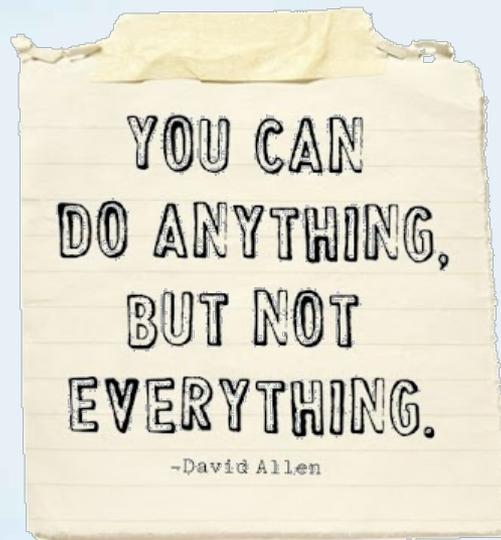
- ▶ Doing it all
- ▶ Directing others
- ▶ Dumping
- ▶ Delegating

Organizational Rewards

- ▶ If delegation is not rewarded in an organization, people tend to want to do it all!
- ▶ If the organization tends to reward and honor only people who do the most, effective delegation may not be regarded as a valued quality.

Key Concept 2

- ▶ It is important to understand and appreciate the potential benefits of delegation for you, for the volunteer, and for the organization.



Benefits of Delegation

- ▶ Releases time for you to do other things.
- ▶ The organization receives valuable services and can do more.
- ▶ You involve more people in achieving the mission.
- ▶ This is the way we "grow" people.

Key Concept 3

- ▶ Understanding and practicing the Cardinal Rules of Effective Delegation enhances your chance of success.

Cardinal Rules of Delegation

- ▶ Assess the work requirements and the corresponding abilities/time availability of the volunteer.
- ▶ Give assignment in terms of results, not just activities.
- ▶ Define the level of control/authority in the position.

Cardinal Rules of Delegation

- ▶ Communicate any guidelines and assess the volunteer's understanding of them.
- ▶ Make resources and training available.
- ▶ Determine criteria for success (how results will be measured).

Cardinal Rules of Delegation

- ▶ Set up checkpoints, deadlines, and systems for reporting.
- ▶ Provide feedback and recognition (along the way and at the end).
- ▶ Watch out for reverse delegation!

Key Concept 4

- ▶ The key to effective delegation often lies in deciding on the proper level of authority and control to release when delegating a job or task to someone.
- ▶ Most problems in delegation lie in either *over-controlling* or *under-controlling*.

Levels of Control - Level #4:

No authority to recommend or generate own assignments.

- ▶ Not really delegation.
- ▶ Volunteer not permitted to make any decisions.
- ▶ Mainly for the immature or unqualified.

Levels of Control - Level #3:

The authority to recommend own assignments.

- ▶ The most basic level of authority.
- ▶ Volunteer must bring suggestions to you for approval before moving ahead.
- ▶ When leadership changes, staff and volunteers may be shifted back to this level until mutual trust is established.

Levels of Control - Level #2:

The authority to recommend own assignments, provided regular progress reports are received.

- ▶ Given to volunteers who have proven themselves capable in this area.
- ▶ You trust their judgment to make independent decisions.
- ▶ You do ask for a report so that you maintain control.

**If the volunteer repeatedly makes poor decisions, return him or her to Level #3.*

Levels of Control - Level #1:

The authority to recommend and carry out own assignments with minimal oversight.

- ▶ The highest level of delegation.
- ▶ When you have full trust in a volunteer's competence and commitment to a task or position.
- ▶ Other than periodic status reports, the volunteer asks for contact only if there's a problem or if you need to be apprised of something.

Levels of Control – Recap

- ▶ Level #4 – “You will be home at midnight.”
No discussion.
- ▶ Level #3 – “What time do you think is reasonable for you to be home?”
- ▶ Level #2 – “Wake me up to let me know you got home safely.”
- ▶ Level #1 – Next day: “So, how’s it going?”

To Review...

- ▶ Effective delegation involves:
 - Assigning mutually agreed-upon results.
 - Giving an appropriate level of authority.
 - Offering needed support and training.
 - A follow-up system to allow you to inspect what you expect.

Resources: NRMG Volunteer Program Training Page

<http://corpslakes.usace.army.mil/employees/training.cfm?id=volunteer&View=Yes>

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Volunteer Program - Training

Upcoming Opportunities

- [February 2 - Webinar - Volunteer Management 1-3](#)
- [March 12 - Webinar - Volunteer Policy](#)
- [April 2 - Webinar - Volunteer Mgmt 4-7](#)

There is not a PROSPECT course available on the volunteer program. Districts are encouraged to hold their own workshops for volunteer coordinators.

Corps of Engineers Ongoing Available Training/Presentations

- [Volunteer Program Webinar - May 2013](#)
- [Volunteer Program Webinar- June 2013 \(with audio\)](#)
- [Volunteer Program Webinar- March 2014](#)

FITV Interagency Volunteer Training

- [55-Minute Training Series: Training Busy Staff to Succeed with Volunteers](#) 
- [US Fish and Wildlife Service](#)
 - [Volunteer Recruitment and Management](#): This is an excellent course with some US F&W Service orientation; Corps participants have provided very positive feedback. Topics include applications of a volunteer program, strategies for recruiting and maintaining volunteer staff, training and supervising volunteer staff, integrating volunteers with paid staff, and incentives and benefits for volunteers.

This class is usually held at the U.S. Fish & Wildlife Service National Conservation Training Center in Shepherdstown, WV. Registration must be completed on-line.

Resources: NRM Gateway

<http://corpslakes.usace.army.mil/employees/volunteer/volunteer.cfm>

Volunteer Program

Headquarters POC

Corps projects offer many volunteer opportunities in recreation and natural resources management. Volunteers can serve as park and campground hosts, staff visitor centers, conduct programs, clean shorelines, restore fish and wildlife habitat, maintain park trails and facilities, and more. Corps personnel can recruit their own volunteers or get help from the [Volunteer Clearinghouse](http://www.corpslakes.us/volunteer), www.corpslakes.us/volunteer, (1-800-VOL-TEER or 1-800-865-8337), a national information center for people interested in volunteering at Corps projects across the country. Corps offices that have upcoming projects or events that volunteers can assist with may use the Volunteer Clearinghouse to [submit their volunteer projects on-line](#).

- [Policy & Procedures](#)
- [Volunteer Forms](#)
- [Program History](#)
- [Training](#)
- [Volunteer Clearinghouse](#)
- [Related Sites](#)
- [Background Checks/Volunteer Computer Access](#)
- [Corps Photo Album for Volunteers](#)
- [National Volunteer Awards](#)
- [News / Current Issues](#)
- [FAQs](#)
- [Good Enough to Share](#)
- [Volunteer Clothing, Posters, and Brochures](#)
- [Volunteer Plans and Handbooks](#)
- [National Public Lands Day](#)
- [Division & District POCs](#) 
- [Inmate Labor Program](#)
- [Volunteer Pass Program](#)

Questions?