

VOLUNTEER RESEARCH NOV/ERASMUS 2016

A BEST PRACTICE MODEL OR MODELS OF BEST PRACTICES? A FRAMEWORK FOR DIFFERENTIATING EFFECTIVE VOLUNTEER PROGRAM MANAGEMENT

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The business school that thinks
and lives in the future





BACKGROUND.....

- Volunteer administration relatively young research area / profession
- Our 'educated' feeling
 - Organizations / practitioners are struggling with non-working best practices and theories
 - New forms of volunteer involvement need new forms of volunteer management
 - General feeling volunteering is sometimes fundamentally different from paid work, and so should be its management



THE UNIVERSALISTIC APPROACH I

- A process approach to volunteer administration that is build upon the metaphor of the workplace
 - job descriptions, recruiting, matching volunteers' interests and capabilities to unpaid organizational positions, training and orientation, and policies and procedures (McCurley and Lynch, 2011; Ellis, 2010).



Areas Of Focus	Tasks	
1. Planning and Administration	<ul style="list-style-type: none"> Articulate a vision for volunteer management 	<ul style="list-style-type: none"> Provide organization with current volunteer research
2. Volunteer Work Design	<ul style="list-style-type: none"> Create position descriptions for all volunteer roles and archive 	<ul style="list-style-type: none"> Develop new projects and activities for a wide variety of volunteers
3. Recruitment	<ul style="list-style-type: none"> Develop recruitment and media relations material 	<ul style="list-style-type: none"> Use online resources to target recruitment strategies
4. Interview and Screening	<ul style="list-style-type: none"> Prepare paperwork for conducting background and reference checks 	<ul style="list-style-type: none"> Match accepted volunteers to suitable duties
5. Orientation and Training	<ul style="list-style-type: none"> Prepare volunteer manuals and handbooks 	<ul style="list-style-type: none"> Offer staff development in working with volunteers
6. Supervision and Liaison Support	<ul style="list-style-type: none"> Directly supervise volunteers and volunteer office staff 	<ul style="list-style-type: none"> Assist in volunteer performance assessment
7. Ongoing Motivation and Recognition	<ul style="list-style-type: none"> Recognize staff who partner effectively with volunteers 	<ul style="list-style-type: none"> Communicate, communicate, communicate
8. Evaluating Impact	<ul style="list-style-type: none"> Assess ongoing process in all volunteer projects 	<ul style="list-style-type: none"> Conduct regular evaluations of volunteer involvement
9. Recordkeeping and Reporting	<ul style="list-style-type: none"> Compile an annual report as overview of accomplishments 	<ul style="list-style-type: none"> Write monthly reports on current volunteer services
10. Other Responsibilities (as applicable to each organization)	<ul style="list-style-type: none"> Be a liaison to any volunteer group that supports the organization 	<ul style="list-style-type: none"> Solicit in-kind donations to assist agency services

Source: Adapted from Susan J. Ellis (2010). From the Top Down: The Executive Role in Successful Volunteer Involvement (p. 269-273).





THE UNIVERSALISTIC APPROACH II

- The UPS model appears to be grounded on the assumption that great differences exist between managing volunteers and paid employees, and that the management of volunteers requires a separate set of policies, management skills, and program evaluation techniques.

1. Written statement of philosophy related to volunteer involvement
2. Orientation for new paid staff about why and how volunteers are involved in the organization's work
3. Designated manager/leader for overseeing management of volunteers agency-wide
4. Periodic needs assessment to determine how volunteers should be involved to address the mission
5. Written position descriptions for volunteer roles
6. Written policies and procedures for volunteer involvement
7. Organizational budget reflects expenses related to volunteer involvement
8. Periodic risk management assessment related to volunteer roles
9. Liability insurance coverage for volunteers
10. Specific strategies for ongoing volunteer recruitment
11. Standardized screening and matching procedures for determining appropriate placement of volunteers
12. Consistent general orientation for new volunteers
13. Consistent training for new volunteers regarding specific duties and responsibilities
14. Designated supervisors for all volunteer roles
15. Periodic assessment of volunteer performance
16. Periodic assessments of staff support for volunteers
17. Consistent activities for recognizing volunteer contributions
18. Consistent activities for recognizing staff support of volunteers
19. Regular collection of information (numerical and anecdotal) regarding volunteer involvement
20. Information related to volunteer involvement is shared with board members and other stakeholders at least twice annually
21. Volunteer resources manager and fund development manager work closely together
22. Volunteer resources manager is included in top-level planning
23. Volunteer involvement is linked to organizational outcomes

Source: "A Guide to Investing in Volunteer Management: Improve your Philanthropic Portfolio." UPS Foundation, in partnership with the Association for Volunteer Administration and the Points of Light Foundation (2002, p.15).

Source: "Investing in Volunteers." (2010).

Universalistic III

Nine Indicators of Quality


- 1. There is an expressed commitment to the involvement of volunteers, and recognition throughout the organisation that volunteering is a two-way process which benefits volunteers and the organization**
- 2. The organisation commits appropriate resources to working with all volunteers, such as money, management, staff time and materials**
- 3. The organisation is open to involving volunteers who reflect the diversity of the local community and actively seeks to do this in accordance with its stated aims**
- 4. The organisation develops appropriate roles for volunteers in line with its aims and objectives, which are of value to the volunteers**
- 5. The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering**
- 6. The organisation is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers**
- 7. Clear procedures are put into action for introducing new volunteers to their role, the organization, its work, policies, and practices and relevant personnel**
- 8. The organization takes account of varying support and supervision needs of volunteers**
- 9. The whole organisation is aware of the need to give volunteers recognition**

BASISBOEK

vrijwilligers management

JOOST HEINSIUS e.a.



 uitgeverij
Coutinho

So...

- research is questioning
 - Do organizations use these best practices?
(Hager and Brudney, 2011; Cuskelly, Taylor, Hoye, and Darcy, 2006)
 - Are these practices the best in all contexts?
 - Conditional / Contingent approach
 - Macduff, et al., 2009;
 - Rhenborg, 2009;
 - Rochester, 1999
 - Paul, 2002
 - Meijs and Ten Hoorn, 2008
 - Studer and Von Schnurbein, 2012
 - Hager and Brudney, 2011

Source: Adapted from Colin Rochester's (1999). "One Size Does Not Fit All: Four Models of Involving Volunteers in Voluntary Organizations."



	Service Delivery Model	Support Role Model	Member/Activist Model
Role of volunteer	<ul style="list-style-type: none"> Most of work done by volunteer 	<ul style="list-style-type: none"> Volunteer supplement work of paid staff 	<ul style="list-style-type: none"> All positions held by volunteers
Recruitment of volunteer	<ul style="list-style-type: none"> Specific recruitment based on volunteer ability 	<ul style="list-style-type: none"> Volunteer recruited to take a non-operational role 	<ul style="list-style-type: none"> Volunteer's purpose in organization is self-defined
Volunteer motivation	<ul style="list-style-type: none"> Potentially relevant to paid employment 	<ul style="list-style-type: none"> Feeling of doing good 	<ul style="list-style-type: none"> Volunteer involved for personal growth and development
Volunteer management	<ul style="list-style-type: none"> "Workplace model" 	<ul style="list-style-type: none"> Part "workplace," part teamwork 	<ul style="list-style-type: none"> Teamwork, personal leadership
Relationship of volunteer to governance	<ul style="list-style-type: none"> Clear differentiation between volunteer and paid staff 	<ul style="list-style-type: none"> Somewhat clear differentiation between volunteer and paid staff 	<ul style="list-style-type: none"> No paid staff, organization governed by member activists

Source: Adapted from Sarah Jane Rehnborg. (2009 p. 10). “Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders”

Time for Service	Connection to Service	
	Affiliation Focus	Skill Focus
Short-term Episodic	<ul style="list-style-type: none"> Strong planning and project-management skills, diplomacy and passion 	<ul style="list-style-type: none"> Flexibility, and skills in recruitment and human resources
Long-term Ongoing	<ul style="list-style-type: none"> knowledge of the organization’s future direction, ample time to devote to volunteers, and strong interpersonal skills 	<ul style="list-style-type: none"> Collaborative management style



TWO FUNDAMENTALLY DIFFERENT RELATIONS

- Volunteering as
 - Unpaid labour
 - Seems to be the USA perspective
 - Active belonging to an organisation or community
 - Seems to be a much more northern European perspective



MUTUAL SUPPORT VS. SERVICE DELIVERY

Mutual support organizations

- Membership approach
- ““set out to encourage mutual support and assistance among their members, or to gain mutual advantage for them” (Meijs & Karr, 2004: 188)
- Volunteer selection based upon membership
- Only members or related to membership can volunteer

Service delivery organizations

- Provide services to actual clients or customers
- Have the aim to deliver good services
- Customer oriented
- High levels of professionalism
- Volunteer recruitment takes place among the whole population
- Volunteer selection based upon competencies



associations between service and mutual support

Service delivery

Mutual support

Emotion of volunteering

Unpaid labor

Active membership

Flexibility of approach

From tasks to members

From members to tasks/assignments

Consequence of not volunteering

Member needs to pay higher dues

Member becomes 'outcast'

Mandatory volunteering

To ensure that all make a 'gift in time' or pay a higher due

To ensure that there are no 'free riders', but also that people who have a good reason are 'protected' (the idea of a sabbatical)

Volunteer administrator

Coordinates, plans and schedules

Organizes, negotiates and guards the 'fun'

'Motto'

Doing more with fewer volunteers

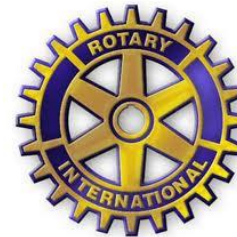
Doing the same with more volunteers (all members)





THE SERVICE CLUB DILEMMA

- Mutual support
 - Members help each other
- Service delivery
 - Members join their forces to help community
- Too much mutual support will hurt legitimacy
- Too little mutual support will hurt ability to deliver services





A NEW APPROACH

- Based upon two important steps in any volunteer management system
 - Recruitment
 - Placement
- Recognizing different types of volunteer managers
- Based upon economic / organizational rational



		Volunteer Recruitment	
		Internal	External
Volunteer Placement	Within	<ul style="list-style-type: none">▪ “Membership Model” Examples: Membership association, self-help group, day-care cooperative (Service groups and religious groups have both internal and external placements of volunteers)	<ul style="list-style-type: none">▪ Service Model” Examples: Volunteer service-delivery program in a nonprofit organization or a government agency
	Outside	<ul style="list-style-type: none">▪ “Secondary model” Examples: Corporate volunteer program or a school-based volunteer program, social activation programs that require volunteering to receive social service benefits	<ul style="list-style-type: none">▪ “Intermediary Model” Examples: Volunteer center or volunteer bureau, “voluntourism” agency, board of directors selection bureaus, Single Volunteers, Inc.

Model	Primary stakeholders	Activity	Source of legitimacy	Essential Challenge
Membership	Members	Member volunteers provide services for themselves and other members	Members, including the volunteer	A hierarchy of equals: How direct/supervise peers in work relationships? Volunteer members serve other members: Peer versus hierarchical relationships
Service	Volunteers, home organization and clients of the organization	Volunteers organized by the home organization serve clients of the home organization	Agency clients	Service and voice: How direct/supervise volunteers who may feel that voice comes with service? How share work with paid staff?
Secondary	Volunteers, home organization and secondary organizations and their clients	Volunteers organized by the home organization serve clients of the secondary organization	Home organization and secondary organization	Secondary and home organization: How can volunteers serve two “masters”? Employee volunteer donates time in behalf of work organization
Intermediary	Volunteers, intermediary organization and host organizations and their clients	Intermediary organization matches volunteers to a variety of positions offered by host organizations to assist their clients	Community	One volunteer center and many home organizations: Accounting for volunteers