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

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JEFF BRUDNEY

The business school that thinks and lives in the future

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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 built 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

| 1. Planning and Administration |  | 2. Volunteer Work Design |
|-------------------------------|-------------------------------|
| | • Articulate a vision for volunteer management | • Provide organization with current volunteer research |
| | • Create position descriptions for all volunteer roles and archive | • Develop new projects and activities for a wide variety of volunteers |
| 3. Recruitment | • Develop recruitment and media relations material | • Use online resources to target recruitment strategies |
| 4. Interview and Screening | • Prepare paperwork for conducting background and reference checks | • Match accepted volunteers to suitable duties |
| 5. Orientation and Training | • Prepare volunteer manuals and handbooks | • Offer staff development in working with volunteers |
| 6. Supervision and Liaison Support | • Directly supervise volunteers and volunteer office staff | • Assist in volunteer performance assessment |
| 7. Ongoing Motivation and Recognition | • Recognize staff who partner effectively with volunteers | • Communicate, communicate, communicate |
| 8. Evaluating Impact | • Assess ongoing process in all volunteer projects | • Conduct regular evaluations of volunteer involvement |
| 9. Recordkeeping and Reporting | • Compile an annual report as overview of accomplishments | • Write monthly reports on current volunteer services |
| 10. Other Responsibilities (as applicable to each organization) | • Be a liaison to any volunteer group that supports the organization | • 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 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

### 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
vrijwilligersmanagement

Joost Heinsius e.a.
So…

• research is questioning
  – Do organizations use these best practices?  
    (Hager and Brudney, 2011; Cuskelley, 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.”

<table>
<thead>
<tr>
<th>Relationship to Volunteer</th>
<th>Role of Volunteer</th>
<th>Recruitment of Volunteer</th>
<th>Volunteer Motivation</th>
<th>Volunteer Management</th>
<th>Relationship of Volunteer to Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Specific recruitment based on volunteer ability</td>
<td>Most of work done by volunteer</td>
<td>Clear differentiation between volunteer and paid staff</td>
<td>Clear differentiation between volunteer and paid staff</td>
</tr>
<tr>
<td>Service Delivery Model</td>
<td></td>
<td>Volunteer recruited to take a non-operational role</td>
<td>Volunteer supplement work of paid staff</td>
<td>Volunteer's purpose in organization is self-defined</td>
<td>Somewhat clear differentiation between volunteer and paid staff</td>
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<tr>
<td>Support Role Model</td>
<td></td>
<td>Feeling of doing good</td>
<td></td>
<td>Volunteer involved for personal growth and development</td>
<td>No paid staff, organization governed by member activists</td>
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<tr>
<td>Member/Activist Model</td>
<td></td>
<td>Part “workplace,” part teamwork</td>
<td></td>
<td>Teamwork, personal leadership</td>
<td></td>
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<tr>
<th>Time for Service</th>
<th>Connection to Service</th>
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<tbody>
<tr>
<td></td>
<td>Affiliation Focus</td>
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<tr>
<td>Short-term Episodic</td>
<td>• Strong planning and project-management skills, diplomacy and passion</td>
</tr>
<tr>
<td>Long-term Ongoing</td>
<td>• Knowledge of the organization’s future direction, ample time to devote to volunteers, and strong interpersonal skills</td>
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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

<table>
<thead>
<tr>
<th>Service delivery</th>
<th>Mutual support</th>
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<tbody>
<tr>
<td>Emotion of volunteering</td>
<td>Unpaid labor</td>
</tr>
<tr>
<td>Flexibility of approach</td>
<td>From tasks to members</td>
</tr>
<tr>
<td>Consequence of not volunteering</td>
<td>Member needs to pay higher dues</td>
</tr>
<tr>
<td>Mandatory volunteering</td>
<td>To ensure that all make a ‘gift in time’ or pay a higher due</td>
</tr>
<tr>
<td>Volunteer administrator</td>
<td>Coordinates, plans and schedules</td>
</tr>
<tr>
<td>‘Motto’</td>
<td><em>Doing more with fewer volunteers</em></td>
</tr>
</tbody>
</table>
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
<table>
<thead>
<tr>
<th>Volunteer Placement</th>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Within</strong></td>
<td>“Membership Model” Examples: Membership association, self-help group, day-care cooperative (Service groups and religious groups have both internal and external placements of volunteers)</td>
<td>“Service Model” Examples: Volunteer service-delivery program in a nonprofit organization or a government agency</td>
</tr>
<tr>
<td><strong>Outside</strong></td>
<td>“Secondary model” Examples: Corporate volunteer program or a school-based volunteer program, social activation programs that require volunteering to receive social service benefits</td>
<td>“Intermediary Model” Examples: Volunteer center or volunteer bureau, “voluntourism” agency, board of directors selection bureaus, Single Volunteers, Inc.</td>
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<tr>
<td>Model</td>
<td>Primary stakeholders</td>
<td>Activity</td>
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<tr>
<td>Membership</td>
<td>Members</td>
<td>Member volunteers provide services for themselves and other members</td>
</tr>
<tr>
<td>Service</td>
<td>Volunteers, home organization and clients of the organization</td>
<td>Volunteers organized by the home organization serve clients of the home organization</td>
</tr>
<tr>
<td>Secondary</td>
<td>Volunteers, home organization and secondary organizations and their clients</td>
<td>Volunteers organized by the home organization serve clients of the secondary organization</td>
</tr>
<tr>
<td>Intermediary</td>
<td>Volunteers, intermediary organization and host organizations and their clients</td>
<td>Intermediary organization matches volunteers to a variety of positions offered by host organizations to assist their clients</td>
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