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**2011 MOWAA Annual Conference
Chicago, IL**

**Handouts for
*Changes in Volunteering Means
Changes in Volunteer Management***

August 31st - 2:00 – 5:15 p.m.

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1. Just a Few Issues Having an Impact on Volunteerism – 2011
2. What's in a Name?
3. **Are You Seeking *Volunteers* or *Solutions*?**
4. Exploring Fresh Options for Volunteer Assignments
5. Short Attention Spans vs Long-term Causes
6. Encouraging Entrepreneurial Volunteering (Hot Topic, November 2006)
7. Corporate Social Responsibility and Employee Volunteer Program Resources
8. Starter Set of Ideas for Volunteer Talent to Support the Executive
9. International Web Sites for Leaders of Volunteers

Just a Few Issues Having an Impact on Volunteerism –2011 *(from the perspective of Susan J. Ellis)*

In the World at Large

- The economic crisis and political changes in reaction to it in many countries
- Continuing shifts in racial/ethnic demographics: color, culture, and language diversity; aging of the population; Baby Boomers retiring...or no longer able to
- Redefinition of the concept of "family"; who does and doesn't have or raise children
- The effects of 24/7 communication; new social networking forums such as blogs, YouTube, Facebook, Twitter, etc.; convergence technology, especially smart phones
- Global warming and climate change; severity of recent natural disasters; cost of energy

In the Volunteer Field

- 2011 as the United Nations *International Year of Volunteers + 10* and the *European Year of Volunteering*
- Budget cutting and new attention to recruiting volunteers – for all the wrong reasons – coupled with reduced money to support effective volunteer management
- Changing vocabulary of volunteerism; definition of and divestiture from the word "volunteer" in favor of "service" and other terms
- Social media as an opportunity and a challenge for volunteer engagement
- Universal desire of new volunteers for short-term, goal-oriented assignments; proliferation of single days of service (and now even "micro-volunteering"!)
- Online resources for recruiting volunteers and for educating/connecting volunteer program managers (globally)
- Similarities of Baby Boomers and the Millennials in approach to volunteering
- Interest in "entrepreneurial," "highly-skilled," and "pro bono" volunteering"; "skill-anthropists"
- International volunteer community (ups and downs); new research

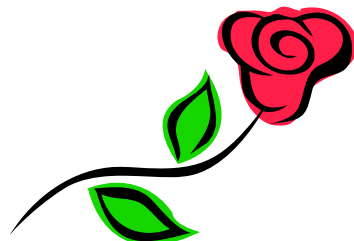


Now...what does your crystal ball tell you?

What's in a name?

Volunteer Voluntary

- ▶ Unpaid Staff
- ▶ Intern
- ▶ Board Member
- ▶ Trustee
- ▶ Auxilian/Friend



Volunteerism Voluntarism

- ▶ Active Citizen
- ▶ Member
- ▶ Good Samaritan
- ▶ Donor
- ▶ Community Resource

Social Change

- | | |
|---|---|
| <ul style="list-style-type: none"> ▶ Activism ▶ Community Involvement ▶ Historical Movements | <ul style="list-style-type: none"> ▶ Neighborhood Action ▶ Mutual Aid ▶ Community Organizing |
|---|---|

Students

- | | |
|---|--|
| <ul style="list-style-type: none"> ▶ Service-Learning (Curriculum-based) ▶ Experiential Learning ▶ Community Service ▶ Internship | <ul style="list-style-type: none"> Graduation or Course Requirement Extra-Curricular Activity Voluntary |
|---|--|

Business World/the Professions

- | | |
|---|--|
| <ul style="list-style-type: none"> ▶ Corporate Social Responsibility ▶ <i>Pro Bono Publico</i> Work ▶ Donated Professional Services ▶ Workplace volunteering ▶ Social Entrepreneurship | <ul style="list-style-type: none"> On assignment by company Paid Release or Flex Time On own time |
|---|--|

Justice Field

- | | |
|--|---|
| <ul style="list-style-type: none"> ▶ Court-Ordered Community Service ▶ Alternative Sentencing ▶ Restorative Justice | <ul style="list-style-type: none"> In lieu of fine or jail In addition to time served In addition to probation or parole |
|--|---|

Faith Communities

- | | |
|--|---|
| <ul style="list-style-type: none"> ▶ Lay Ministry ▶ Social Concerns ▶ Tzedakah, Mitzvot | <ul style="list-style-type: none"> ▶ Zakat (Sadaqa) ▶ Charity |
|--|---|

Mutuality

- | | |
|--|--|
| <ul style="list-style-type: none"> ▶ Self-Help ▶ Client-Participant ▶ Stakeholder | <ul style="list-style-type: none"> ▶ Neighborliness ▶ Civic Duty ▶ Belonging, Taking Part |
|--|--|

Newly-Coined Terms

- | | |
|--|---|
| <ul style="list-style-type: none"> ▶ Civic Engagement ▶ Skill-anthropist ▶ Voluntourism | <ul style="list-style-type: none"> ▶ "favours" (UK) ▶ Micro-volunteering ▶ Citizen Service |
|--|---|

Other Programs

- ▶ National Service (stipends)
- ▶ Welfare-to-Work Options
- ▶ Service Dollar/Time Banking

And some think...

- ▶ Slave
- ▶ Relative
- ▶ Sucker

Are You Seeking *Volunteers* or *Solutions*?

- How does your organization develop new services? Are the recipients ever asked anything about what they need and want? How could you enable that to happen?
- In designing work for volunteers, do you:
 - Specify what will be done, how, where, and when? (What if someone proposes a different approach?)
 - Assume that the work has to be done directly by a volunteer in your organization?
 - Insist that all volunteers working on an assignment approach it the same way?
 - Invite ideas from the community as to how to tackle a problem or need?
- When you recruit new volunteers, do you:
 - Cast a wide net to find unexpected offers of help and intentionally different skills or points of view?
 - Make a point of specifically inviting people who live or work nearby?
 - Try to involve current or past clients and/or their families and friends?
- What does “collaboration” mean to you and when was the last time you collaborated with any community group?
 - Do you know who (another organization, a business, a community association, or even an individual) is doing something in your area that might be of use to your organization and its clientele?
 - How important is it that you “own” an idea or service vs. making something available to those who need it?
- Do you have an advisory council? How about *advisers*?
 - How open are you to entrepreneurial thinking?
 - Are you comfortable with being a pioneer?
 - How about accepting some risk?



Exploring Fresh Options for Volunteer Assignments

Maximizing Volunteer Effort:

Take what is unique about volunteers and apply it to designing roles that are most needed:

- Going beyond the skills and interests of the employees – tapping any and all possible skills and talents
- Wider spheres of influence
- Concentrated attention (luxury of focus)
- Unusual schedules
- Product-oriented rather than schedule-oriented
- Credibility as public educators and advocates
- Able to go past primary client-service to assist or support others who are involved

Start from now:

What are you doing now that you'd like to do:

- More often or for more people?
- Differently?
- At new locations (off-site) or at alternate times?

Start from the needs of the people you serve:

- If you were starting from scratch in designing volunteer work positions, what would you do differently today?
- What services would you like to offer that you cannot offer now?
- What would be helpful or supportive to clients that is not your organization's primary purpose, but would make the entire service more effective?
- How might **family members** (whom you do not serve directly, but who are affected by the services provided to their loved one) be helped or supported?
- Who are in the **client's circle of contacts** (friends, employer, colleagues, neighbors) who would ordinarily not be seen as a recipient of service, but have a stake in the outcome –and what would be helpful to them?

(continued)

Start from what would add to staff skills:

- What needs to be done that no one on staff has the expertise to do?
- What might be considered to be done if new skills were found?
- Rather than someone “working for” a staff member, what might a consultant or technical assistance provider offer to each department?
- What could a skilled person do to help department heads and executives?
- What might a “private citizen” do that staff might not be allowed to do officially?
- How could some form of staff diversity enlarge the services offered to clients: age, race, income, occupation, life experience, etc.?

Start from what current volunteers would like to do:

- What skills do they have that you’ve never asked them to use on your behalf?
- What new things might they like to learn how to do?

Start from talent pools available to you:

- Do *not* “make work” that is not useful to your mission! But...how might you apply an offer of unexpected talent, skill, or area of expertise to the things identified above?
- How can you adapt existing volunteer work to mesh with the skills or availability of prospective new volunteers?

Also consider:

- What’s been on the back burner or on a wish list for ages
- Virtual volunteering/online service
- Alumni or “graduated” clients returning to help new clients
- Families together
- Teams, especially corporate employee programs
- One-time “days of service”
- Off-site service
- Barter and collaboration
- Fun and the unexpected

Short Attention Spans vs Long-term Causes

Quick Expectations for Everything

- ✎ The speed of global communications
- ✎ E-mail → instant messaging → texting → ???
- ✎ "Cause du jour" news stories (24/7) focusing on a specific need or activity only to replace it with the next new cause
- ✎ Television shows that begin and end a dramatic incident in one hour
- ✎ Disposable everything – "planned obsolescence"
- ✎ No more gold watches after 25 years on a job – and far fewer silver and gold wedding anniversaries!

Demands on Everyone's Time

- ⌚ Unending accessibility by employers (and others) due to smart phones
- ⌚ Hours spent online during "free time"
- ⌚ Financial crisis forcing many into extra jobs and delayed retirement
- ⌚ Divorce creating two households and double the chores, as well as scheduled parenting (and guilt over not enough time with the kids)
- ⌚ Over-scheduling of activities for children and adults
- ⌚ Caring for aging parents

Images of Volunteering

- Steady commitment of time on a set schedule – endlessly
- Filling an unpaid job slot with defined activities
- Success = more expectations for more time
- Wasted hours in meetings
- Single days of service focused on group labor

So...

- ✓ Help people to multi-task (e.g., volunteer *with* their kids)
- ✓ Create short-term projects with a clear beginning and end (these foster evolving loyalty as people return for new projects)
- ✓ Stress volunteering as skill and career development, or as filling social needs, or as whatever people don't think they have time to do
- ✓ Appeal to those who want to be challenged (why make time for something that *anyone* can do?)
- ✓ Explore virtual volunteering options
- ✓ Approach volunteering using the *consulting* model, not as staff "assistants"
- ✓ Invite entrepreneurial service, in which the volunteer can craft his or her own role (which elicits commitment and ownership)



Hot Topics

[Hot Topics Index](#)

[What is a Hot Topic?](#)

<http://www.energizeinc.com/hot/2006/06Nov.html>

Hot Topic - November 2006

Encouraging Entrepreneurial Volunteering

By [Susan J. Ellis](#)

Last week I had lunch with a number of staff members from Temple University's Center for Intergenerational Learning (<http://templecil.org/index.htm>), a national resource started in 1979 "dedicated to strengthening communities by bringing generations together to meet the needs of individuals and families throughout the life cycle." It's a bustling, innovative place. The focus of my contact was their "Coming of Age" program (<http://www.comingofage.org/>), which – as it says on its Web site – "promotes age 50+ civic engagement and learning in Greater Philadelphia."

It was the discussion about the term "civic engagement" that sparked this Hot Topic. While Coming of Age and the Center itself are deeply involved in supporting volunteering of all sorts, these colleagues took pains to distinguish their efforts as "bigger than just volunteering." Pressed to explain further, they quoted research and observation that Baby Boomers want something "different" from traditional volunteer work, particularly more entrepreneurial, take-this-and-run-with-it opportunities.

On one hand, there are some uses of the term "civic engagement" that are indeed broader in scope. For example, it can include urging people to vote or even to run for office – to exercise their obligations and potential power as *citizens*. It can mean participation in school board hearings, protesting zoning changes, and other public action for the political common good. While one could argue that such activities also fit under the broad umbrella of "volunteering" (as they are voluntary and unremunerated), they also could be seen as the exercise of the responsibilities of citizenship rather than the "above and beyond" of volunteering for a cause.

But if you browse the Coming of Age Web site, you'll soon see that they are mainly urging *volunteer* involvement, though they prefer the phrase "civic engagement." Frequent readers will know that a recurring theme of my Hot Topics over the years has been the entrenched perception of volunteering as denoting low-level, free help. Renaming *volunteering* to *civic engagement* is simply one more attempt to make the presumed unappealing more appealing.

The Light Bulb Comes On

In the days following this lunch conversation, I found myself mulling over the implications. First I thought the usual: *if only volunteer program managers were better (or louder) at telling the story of all the incredible activities volunteers are already doing.* But then I saw the entire situation in a completely different light.

I am a strong advocate of applying targeting marketing techniques to recruit the best volunteers. To do this, I advise designing meaningful volunteer position descriptions first. And this process works.

But this traditional approach also reinforces the conventional idea that it is the role of the organization *both* to define the needs and to select the ways the needs will be met. This is fine up to a point. But it perpetuates the notion that volunteers are "helpers," the enthusiastic labor bringing the organization's strategies to life. Pre-developed assignments also do not welcome totally new approaches to the problems at hand, may not evoke discovery of unexpected talents offered by a prospective volunteer, and therefore can lead to squeezing square pegs into round holes.

What would happen if, instead, we crafted at least some of our recruitment messages differently? What if we described the needs but then put out a call for people with creative ideas for how to meet them? That would even go beyond civic engagement to *social entrepreneurship*, yet another 21st century phrase adding some pizzazz to volunteering.

For example:

- *Our community has a long list of elderly people living alone who have few family members or friends for support. We are providing services such as visiting nurses and home chore service, but this does not meet the need for socializing, or for feeling valued and wanted. So we are seeking volunteers with some great ideas for putting smiles on our clients' faces. What can you do to make this happen?*
- *The number of arrests of juveniles for violent crimes is increasing. The police and the courts are doing what they can within the process of law, but clearly more needs to be done to prevent delinquency and to deter recidivism. As a member of the community, can you suggest some new approaches to this problem – and give your time and energy to test out your ideas?*
- *The community orchestra is always in need of more money and we run several fun and revenue-producing events throughout the year (with which you can help in various ways, too!). But we know that these events do not appeal to everyone who might want to support our vital performances. How would you put the “fun” into fundraising? Work with us to experiment with an event you would attend and see if you can challenge the amount of income produced now.*

Consider the premises on which these appeals are based:

1. It is possible that someone outside the organization may, in fact, have a great idea no one has yet developed inside it. Innovative thinking can come from the most unexpected places. Why not discover and harness it?
2. Some people (maybe Baby Boomers, but also others) are more attracted to being innovators than to filling an established assignment, no matter how valid the assignment may be. So offering a chance to be creative or experimental may recruit a totally new population of volunteers.
3. People who participate in crafting the goals and strategies of their work are always more vested in the outcomes (which is as true of paid staff as of volunteers). So this may be a counterbalance to the trend towards single-day service, which is the quintessential expression of “here’s my energy for a few hours, but not my commitment.”

But, But, But...

I can hear the objections now, so let me also clarify a bit more.

First and foremost, I would never suggest that you should word the invitation to be entrepreneurial as a promise to act on every idea offered. Of course not. Some ideas will be foolish, or expensive, or even illegal (not necessarily criminal, but against health and safety standards, for example). So your recruitment message must be clear in stipulating that you are seeking ideas, will consider them all carefully, but retain final say over what is done in the name of your organization.

The important thing, however, is to get a wide range of people thinking on your behalf! Even an unworkable idea can potentially have the seed of a concept that leads to something quite extraordinary. But only if you and others in your organization genuinely welcome out-of-the-box points of view.

Next, the person who has a great idea may be completely unable to strategize how to make it real. So you also do not want to promise that acceptance of a concept means the volunteer will be in charge.

You also do not have to ask for completely new approaches. If you definitely want to continue one-to-one at-home visiting, recruit for new ideas for activities to be done *during* the visit, or on different schedules, or whatever. Rather than a new fundraising event, elicit creativity for “fringe” activities to raise more money around it. And so on.

Finally, if you do not want to give new volunteers the reins to enact their ideas directly, allow them to be a think tank at the preparation phase, or advisors throughout the process.

Whether we are dealing in social entrepreneurship, civic engagement, donated professional services, *pro bono* work, or – dare we say it? – volunteering, our mission is to mobilize as wide a spectrum of community members as possible to meet real needs. We can rise to the challenge of living up to a new name. As long as we also shine a spotlight on what's already being done by volunteers that's worthy of note, and perhaps surprising to the uninitiated.

- *What do you think of this approach?*
- *Are you already recruiting entrepreneurial or creative volunteers? How is it working for you?*
- *Has this essay suggested a need around which you might ask for strategic help? Please share.*

[Read People's Responses](http://www.energizeinc.com/hot/2006/nov06resp.html)
at <http://www.energizeinc.com/hot/2006/nov06resp.html>

Corporate Social Responsibility and Employee Volunteer Program Resources

A selection from the Energize online library at: <http://www.energizeinc.com/art/subj/corpres.html>

A Billion + Change (USA),

http://www.nationalservice.gov/about/initiatives/probono_research.asp

Corporation for National and Community Service and business partners initiative to get for-profit companies to commit one billion hours of pro bono service to the nonprofit community.

Brookings Institute Corporate Philanthropy (USA),

http://www.brookings.edu/opinions/2007/1128_corporate_volunteering_caprara.aspx

Articles about new directions in international corporate philanthropy, including employee volunteer programs.

Business in the Community (UK), <http://www.bitc.org.uk/index.html>

Business in the Community is an organization of over 700 corporations in the UK "committed to improving their positive impact on society." This dense Web site has a great deal of information (case studies, reports, news items) about all aspects of community involvement, including volunteering.

Business for Social Responsibility, <http://www.bsr.org/>

A global organization that helps member companies achieve success in ways that respect ethical values, people, communities and the environment.

Canadian Business for Social Responsibility, <http://www.cbsr.ca>

Resources for Canadian companies interested in social corporate responsibility.

Charity Village (Canada): Corporate Philanthropy and Volunteerism,

<http://www.charityvillage.com/cv/research/rcp.html>

Corporate Citizenship Imagine, <http://www.imaginecanada.ca/node/33>

Canada's national program to promote public and corporate giving, volunteering and support for the community. Site has many resources and downloadable materials.

Do-it.org (UK) section on employee volunteering, <http://www.do-it.org.uk/wanttovolunteer/evsvolunteering>

Practical tips from Do-it, the UK's online registry of volunteer opportunities.

Good Company (AU), <http://www.goodcompany.com.au/>

Connects skilled professionals with Australian charitable organizations in need of *pro bono* assistance.

HandsOn Network (USA): Top Tools and Resources for Companies,

<http://www.handsonnetwork.org/companies/toptools>

Investing in Volunteers Project (UK), <http://www.investinginvolunteers.org.uk>

Investing in Volunteers is the UK quality standard for all organizations which involve volunteers in their work -- includes a complete section for employee volunteer programs. The Standard enables organizations to comprehensively review their volunteer management, and also publicly demonstrates their commitment to volunteering.

National Service Resource Center (USA): Corporate Partners,

<http://www.nationalserviceresources.org/program-financial-and-grant-management/corporate-partnerships>

Resources compiled by the Corporation for National and Community Service.

Taproot Foundation (USA), <http://www.taprootfoundation.org/>

Taproot is focused on encouraging *pro bono* donations of professional services.

Volunteering England: Employer-Supported Volunteering,

<http://www.volunteering.org.uk/resources/goodpracticebank/Specialist+Themes/Employer+Supported+Volunteering/index>. Download a free booklet, *Employee Volunteering: The Guide* at <http://www.volunteering.org.uk/NR/rdonlyres/1D0E311D-6540-44BB-B18A-7A8178DC39B4/0/evguide.pdf>

World Wide Web: Corporate Volunteering

<http://www.worldvolunteerweb.org/browse/volunteering-issues/corporate-volunteering.html>

Information from United Nations Volunteers (UNV).



CHECKLIST

Starter Set of Ideas for Volunteer Talent to Support *You* - the Executive!

Use this list to get your creative juices flowing about possible volunteer positions that could assist with *your* workload. Check any that pique your interest and then discuss them with the director of volunteer involvement.

- Consultant in personnel benefits and policies
- Fundraising guru
- Researcher who can identify emerging trends in your field
- Transition specialist (new board, major staff turnover, etc.)
- Relocation expert
- Marketing manager
- Media contacts specialist
- Merger expert
- Educator in your field of service
- Advocacy coordinator
- Editor for the annual report
- Graphic designer
- Internet resource finder
- Office space organizer or interior decorator
- Ergonomic specialist to set up safe work sites
- Event planner
- Administrative assistant to help with your special projects
- Evaluator of the organization's programs
- Videographer to create orientation video for staff and volunteers
- Information technology specialist to evaluate your technology needs
- Executive coach
- Risk assessor
- Financial advisor with options for investments
- Experts of all types to educate the board
- Insurance and risk management specialist
- Trainers to bring some missing expertise to staff (such as social networking)
- Diversity specialist
- Grant proposal reviewer
- Speech writer/presentation developer
- Arbitration expert
- Communication specialist
- "Borrow An Expert" list of community specialists who agree to assist you in their area of expertise, when needed
- Board development coach

What other volunteer positions could you create to support your work as executive?

INTERNATIONAL WEB SITES for LEADERS OF VOLUNTEERS (a sampling)

- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) **www.arnova.org** (also ARNOVA-L listserv)
- Bureau of Labor Statistics, *Volunteering in the US* annual data, **www.bls.gov/news.release/volun.toc.htm**
- Charity Village (Canada) - **www.charityvillage.com**
- Resource Center of the Corporation for National and Community Service - **www.nationalserviceresources.org**
- *Cultural Volunteer* (UK) – **http://lynnblackadder.com/cultural-volunteer/**
- CyberVPM listserv: send request e-mail to **cybervpm-subscribe@yahoogroups.com**
 - ◆ For a list of other electronic discussion groups related to volunteering, see: **www.energizeinc.com/prof/listserv.html**
- Energize “For Leaders of Volunteers” Web site - **www.energizeinc.com**
- *e-Volunteerism: The Electronic Journal of the Volunteer Community* - **www.e-volunteerism.com**
- Idealist Volunteer Management Resource Center - **www.idealism.org/info/VolunteerMgmt**
- Ivan H. Scheier Archival Collection - **academic.regis.edu/volunteer/ivan**
- Linda Graff’s “Musings”: **www.lindagraff.ca/musings.html**
- Management Assistance Program for Nonprofits, section on “Managing Volunteer Programs” - **www.mapnp.org/library/staffing/outsrcng/volunteer/volunteer.htm**
- National Volunteer & Philanthropy Centre of Singapore - **www.nvpc.org.sg**
- Northern Ireland Volunteer Development Agency - **www.volunteering-ni.org/what_we_do/publications/**
- Online Volunteering (UN Volunteers) - **www.volunteeringonline.org**
- Our Shared Resources - templates, sample forms, more - **www.oursharedresources.com**
- OzVPM (Australasian) – **www.ozvpm.com** and the OzVPM listserv: send a blank e-mail to: **OzVPM-subscribe@yahoogroups.com**
- ServiceLeader.org - **www.serviceleader.org**
- UKVPMs listserv: send a blank e-mail to **UKVPMs-subscribe@yahoogroups.com**
- Volunteer Canada - **www.volunteer.ca**
- Volunteer Development Scotland - **www.vds.org.uk**
- Volunteer Today “Electronic Gazette” - **www.volunteertoday.com**
- Volunteering in America - **www.volunteeringinamerica.gov**
- Volunteering England - **www.volunteering.org.uk**
- World Volunteer Web (United Nations Volunteers) - **www.worldvolunteerweb.org**
- ◆ To Post Volunteer Opportunities: updated list of free registries in the US and around the world provided at **www.energizeinc.com/prof/volop.html**, including:
 - www.volunteermatch.org** (USA)
 - www.govolunteer.com.au** (Australia)
 - www.idealism.org**
 - www.do-it.org.uk** (UK)

