

Volunteer Engagement Today:

What's New?

What's Hot?

Why Should I Care?

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Today's Session

- High-level snapshot of volunteerism today
- Closer look at 3 Hot Topics
- Introduction to “Reimagining Service”
- Implications and ideas for action

The Global Scene

- Sweden, France, and Britain have higher rates of volunteering
- IAVE Global Corporate Volunteer Council
 - Launched 2006
 - Over 50 members
 - Research on “inspiring practices”
- IAVE Global Network of National Volunteer Centers
 - Launched 2014
 - 12 countries thus far
- National networks of professionals:
U.K., Singapore, Australia, Canada, USA

The U.S. National Scene

- The number of nonprofits continues to rise:
 - 2002 = 1.32 million
 - 2012 = 1.44 million
- Altruism appears to be on the rise:
 - 2011 = 65% said they helped their friends and neighbors (increase of 9.5% from previous year)

The U.S. National Scene

U.S. Bureau of Labor Statistics, 2013 :

- Overall rate = 25.4% (28.4 women, 22.2% men)
- 2 million fewer than in 2012
- All-time high = 28.8% (2003-05)
- Highest rate (30.6%) among 35-44 year olds
- Employed people volunteered more than unemployed
- Volunteer retention is still a “leaky bucket”

Volunteers are a finite human resource!

Relevant Realities

- Desire for challenging roles
- Expectation for professionalism
- Increased family and group volunteering
- Strong desire to volunteer among special needs populations

Relevant Realities

- Economic slowdown = later “retirement”
- Mandated service still going strong
- Surge of spontaneous, unaffiliated volunteering
- Episodic volunteering by students increasing

Changing Generational Characteristics

Traditionalists



Valued civic duty,
respect for authority,
blending in,
following the rules,
organizational
loyalty

Boomers



Suspicious of
organizations;
anti-authoritarian;
motivated by self-
fulfillment; focus
on legacy

Gen-Xers



Self-reliant and
independent;
questions authority;
respects
competence, not
titles

Millennials



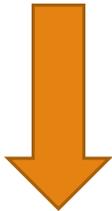
Entrepreneurial;
Self-confident,
sense of
individuality and
uniqueness

—————→ **Increasing Individuality** ←————

Paradigm Shift: Individuals

Collective Volunteering

Collective action through membership in nonprofits, clubs, churches, etc.



Reflexive Volunteering

Reflexive (self-referential) action, based on individual interests, motivations and needs.

Position-Centered Volunteering

"I'm here to help. Use me in whatever role you need me to do."



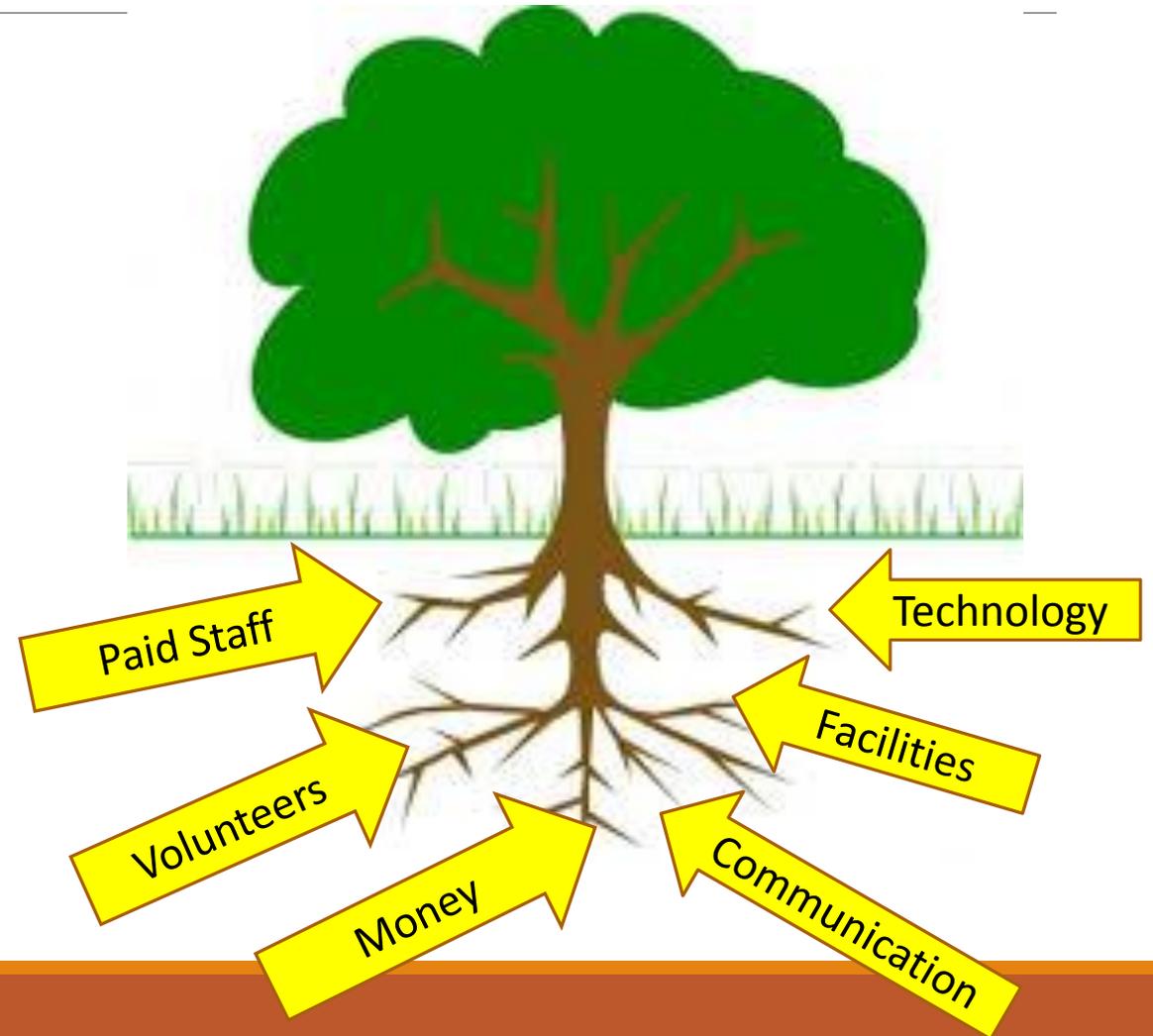
Person-Centered Volunteering

"This is who I am and what I have to offer. Is there a place for me here?"

Paradigm Shift: Organizations

Volunteers are NOT a “program”.

They are part of the root system of assets that supports the entire organization.



Benefits of this Paradigm



Alignment with organizational priorities

Efficiencies related to people management

Consistency of volunteer experience

Easier for volunteers and staff to navigate

Shared responsibility for quality & impact



Changing Language

OLD



NEW

volunteer program	volunteer engagement
recruitment	cultivation, networking
placement	talent management, negotiation
supervision	coaching, support
recognition	acknowledgement
retention	sustaining relationships, stimulating investment

Source: Boomer Volunteer Engagement, by Fixler, Eichberg & Lorenz, 2008.

Three Hot Topics

- The Surge of Skills-Based & Pro-Bono Volunteering
- Powerful Self-Directed Volunteer Teams
- Calculating ROVI (Return on Volunteer Investment)

Surge of Skills-Based & Pro Bono Volunteers

- “A Billion + Change” national campaign (2013)
- Companies report:
 - 91% cultivation of business & leadership skills*
 - 63% stronger team development*
 - 61% increase in brand value*
 - 59% higher employee morale than non-volunteers, and 13% higher than “extra-hands” volunteers*

Surge of Skills-Based & Pro Bono Volunteers

- 41% of hiring managers consider volunteer work equally valuable to paid work experience
- 20% have hired a candidate because of volunteer work experience.
- LinkedIn “Volunteer Experience & Causes”:
 - 10 million+ have added to their profiles
 - 4 million+ signal they want to serve on a board

Surge of Skills-Based & Pro Bono Volunteers

- Value to nonprofits can be 500% greater than “traditional” volunteering
- 92% of nonprofits want to use skilled volunteers
- Only 8% actually do!

What's the Difference?

Skills-based volunteering: *the practice of using work-related knowledge and expertise in a volunteer opportunity. Skills normally used to generate income are provided free of charge to a nonprofit.*

Pro Bono: *the donation of professional services included in an employees' job description, and for which the recipient nonprofit would otherwise have to pay. May be considered a subset of Skills-based volunteering.*

Successful Skills-Based Volunteer Projects

- Key questions for both employers and host agencies:
What are you willing to invest? What can you achieve?
What resources do you have?
- Scope of Work = critical structure and clarity:
Organizational background
Project objective
Existing challenge
Requested deliverables
Perceived/intended impact

Successful Skills-Based Volunteer Projects

- Explain your organizational cultures
- Commit to the Project
- Pay attention to the relationship
- Leave room for Dialogue and Transparency
- Be Flexible

Self-Directed Volunteer Teams

A group of volunteers who have day-to-day responsibility for managing themselves and the work they do with a minimum of outside supervision.

- Service delivery teams
- Problem-solving teams
- Project teams
- Leadership teams



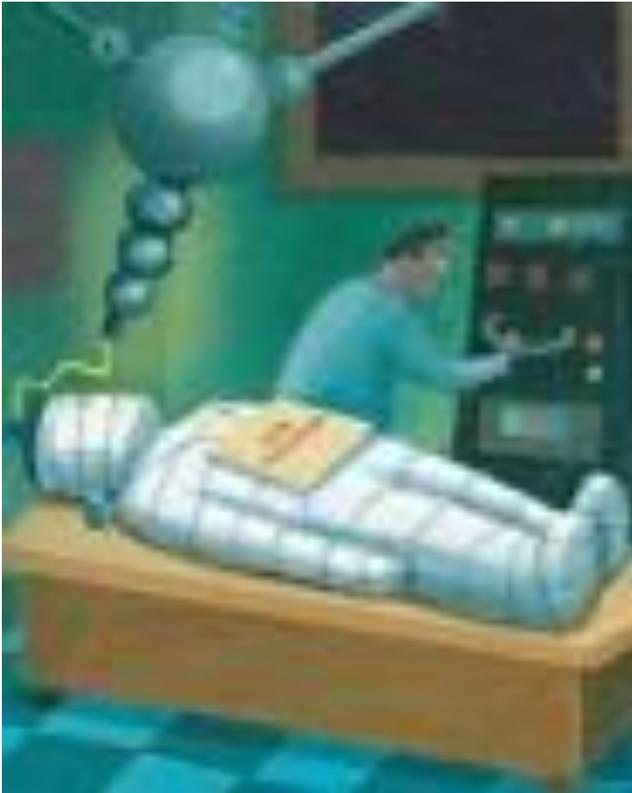
Self-Directed Volunteer Teams

The team members:

- Set their own goals
- Decide the best way to accomplish those goals
- Assign team members to tasks
- Monitor their own performance
- Solve work problems themselves
- Resolve personnel problems themselves



Self-Directed Volunteer Teams

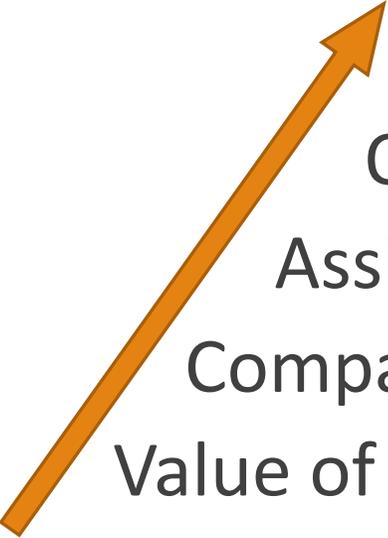


WILL I CREATE A MONSTER?

Role of the External Leader:

- Communicating a vision
- Recruiting appropriate members
- Appointing an interim leader
- Providing the team with an initial training
- Setting up a reporting system
- Serving as an ongoing advisor or coach

Calculating Return on Volunteer Investment (ROVI)



Business efficiencies (cost savings, cost avoidance)

Overall organization vs. individual programs

Assigning value to outcomes of volunteer activities

Comparing expenses with value of volunteer contribution

Value of volunteer time (hours x bodies)

Deloitte research: Every \$1 invested in effective volunteer engagement practices can lead to a \$3-\$6 return.

Benefits of Calculating Return on Volunteer Investment (ROVI)

A tool for:

- Making the internal case for why investing time and money in volunteers is worth it
- Making decisions about strategic deployment of human resources
- Demonstrating results to funders
- Prioritizing volunteer roles that contribute more towards the mission relative to their cost
- Comparing the organization's performance on what it gets for what it spends
- Comparing performance among various programs, services or locations.

ROVI Tools and Resources



<http://www.betterimpact.com/roi2/>

[Relative Impact Workshop Slides](#)

[Relative Impact Workshop Handout](#)

[Relative Impact ROI Calculator – Worksheet and Example](#)

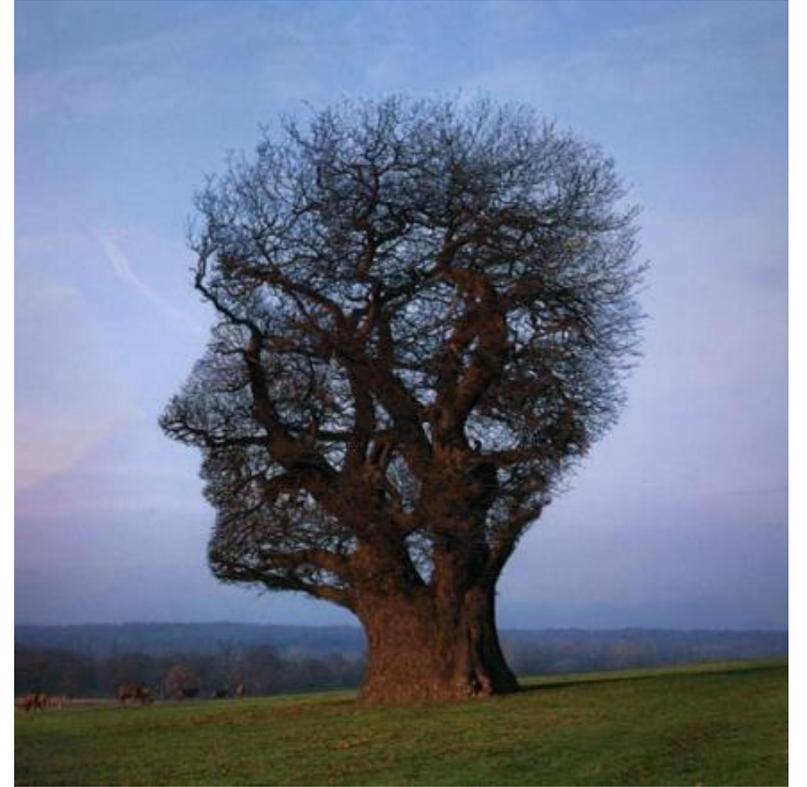
Table Discussion:

- Pro Bono and Skills-based Volunteers
- Self-Directed Volunteer Teams
- Calculating Return on Volunteer Investment

Is your organization already embracing any of these trends? If so, how? What is your experience? What has been helpful thus far?

REIMAGINING SERVICE IS...

A national coalition
of multi-sector leaders from
nonprofits, government, education,
faith-based organizations, funders,
and for-profits working together to
increase the impact of
volunteers.



“Converting good intentions into greater impact”

Reimagining Service: Research Overview

- Using the TCC Group's *Core Capacity Assessment Tool* (CCAT), thousands of nonprofits across the country were studied.
- Using the data from the CCAT tool, focus was placed on nonprofit organizations that serve as **“positive deviants.”** These are organizations that have achieved stellar results, and serve as a model for other organizations to learn from.
- **Service Enterprise** - A nonprofit, government agency or for-profit organization that *fundamentally* leverages volunteers and their skills to successfully deliver on the social mission of the organization.

Service Enterprise Characteristics

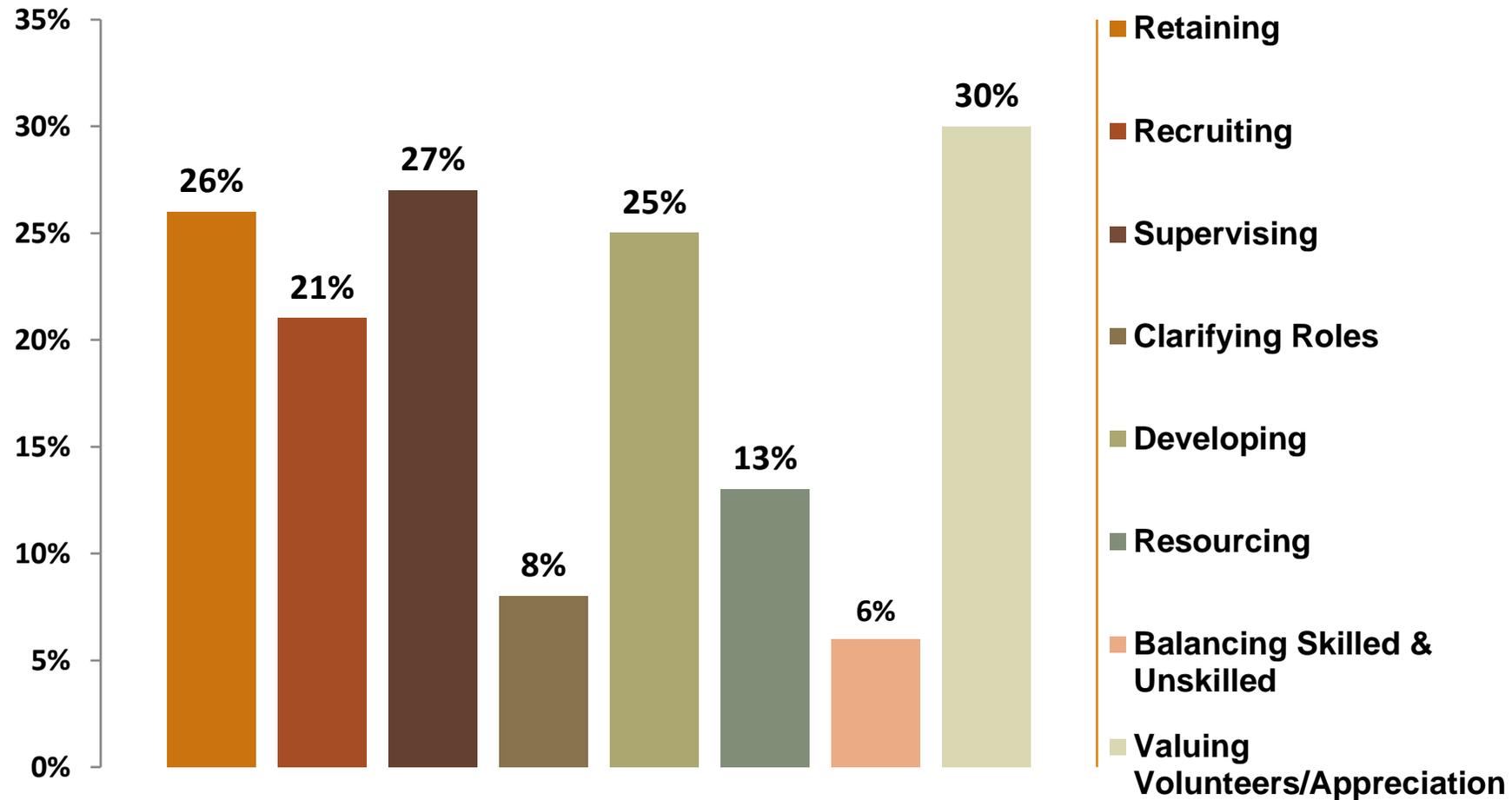
- Planning and Development
- Leadership Support
- Resource Allocation
- Tracking and Evaluation
- Outreach
- Funding
- Effective Training
- Onboarding and Support
- Technology and Communications
- Partnering to Extend Reach

Key Research Findings

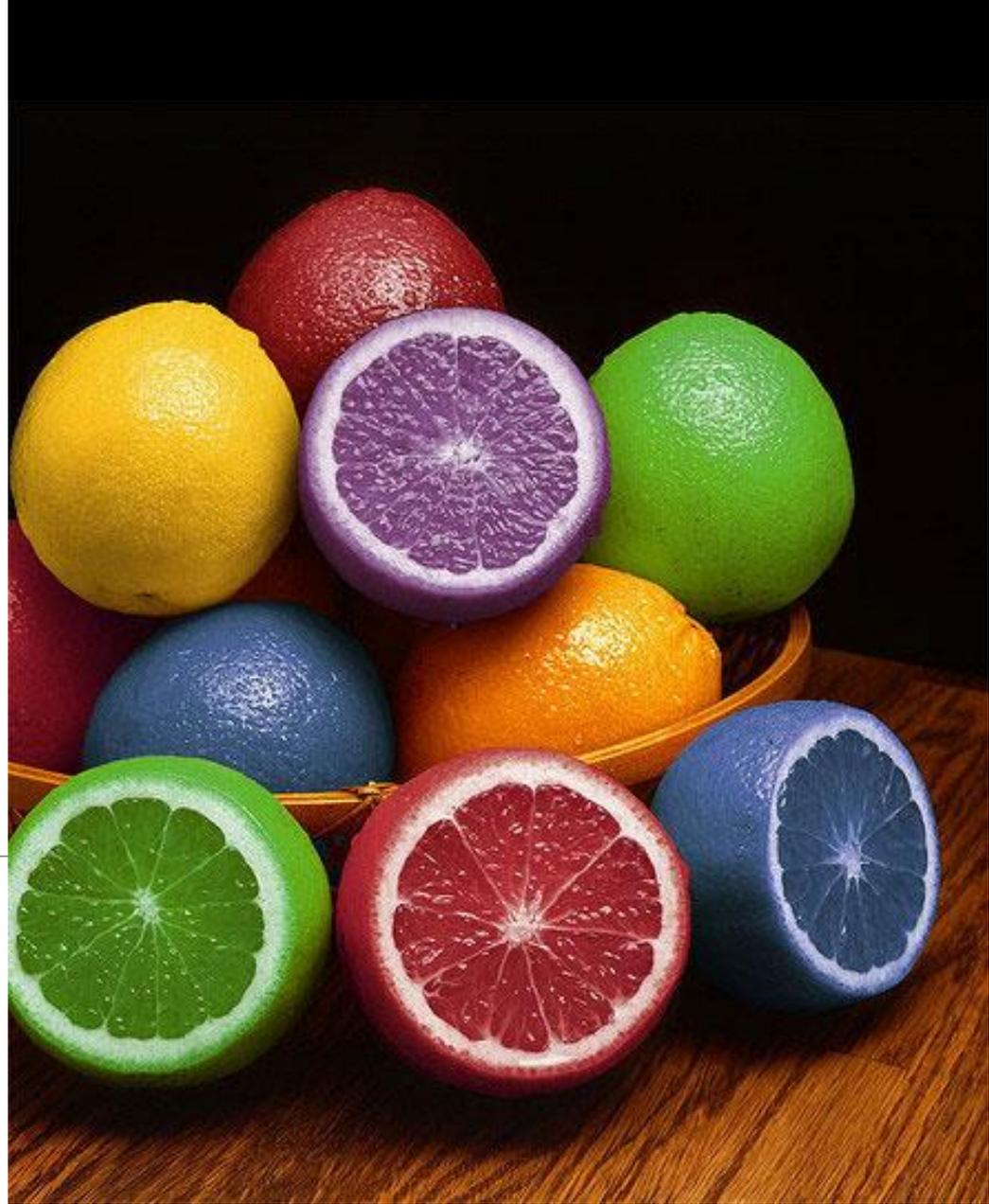
1. All organizational capacities are significantly and markedly stronger for nonprofits with 50+ volunteers **and** a strong volunteer management model.
2. When organizations engage **and** manage any number of volunteers well, they are significantly better led and managed.
3. Service enterprise organizations not only lead and manage better, they are significantly **more adaptable, sustainable and capable of “going to scale.”**
4. To be a service enterprise requires strong and well-developed **human resources management practices.**
5. Organizations that engage at least 10 volunteers are equally effective as their peers without volunteers, but at **almost half the median budget.**

NONPROFIT LEADERS' RATINGS OF VOLUNTEER MANAGEMENT PRACTICES

% of Nonprofits Conducting "Effective" Volunteer Management Practices



REIMAGINING SERVICE PRINCIPLES



REIMAGINING SERVICE PRINCIPLE #1

The **volunteer ecosystem** is more effective when all sectors participate in its evolution.



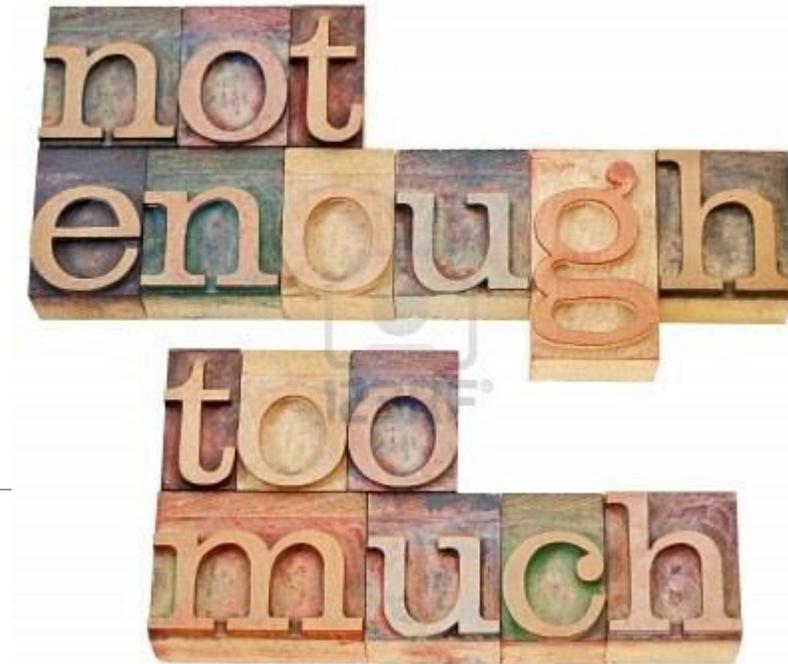
REIMAGINING SERVICE PRINCIPLE #2

Make volunteering a
core strategic function,
not an add-on.



REIMAGINING SERVICE PRINCIPLE #3

Focus volunteer
engagement on **true
community needs.**



not
enough
too
much

The image shows the words "not", "enough", "too", and "much" arranged in a staggered, overlapping fashion using various colored wooden letter blocks. The blocks are in shades of brown, tan, and grey. The word "not" is on the top line, "enough" is on the second line, "too" is on the third line, and "much" is on the fourth line. The blocks are arranged so that the words are partially obscured by each other, creating a sense of depth and texture.

REIMAGINING SERVICE PRINCIPLE #4

In order to get a return,
you have to invest.

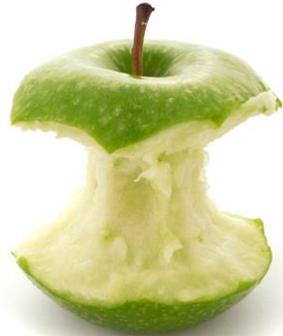


To what degree does your organization practice these principles?



PRINCIPLE #1

Volunteer ecosystem



PRINCIPLE #2

Make it core



PRINCIPLE #3

True community needs



PRINCIPLE #4

You need to invest

Implications for Our Work

- Mission and “need” are no longer the primary motivations for saying “yes”
- Shift away from HR model of only pre-established positions
- Increased emphasis on empowering, leadership roles
- Staff (and Board) may need help getting comfortable with this
- May require letting go of some control
- Frustration among both mobilizers and receivers
- Retention is as critical as recruitment
- Missed opportunities
- Mission impact is not maximized

Eight Ideas for Action

- 1) **Take a closer look at volunteer retention:** Form a task force, gather data, assess what's happening and ideas for improvement.
- 2) **Start the conversation with one of your key “mobilizer” partners:** What's working well for both of us? What is frustrating or ineffective? How can we make this a stronger win-win relationship?
- 3) **Conduct a staff orientation about self-directed volunteer teams:** Cite real examples, identify concerns, brainstorm ideas for a single pilot project to test the idea.
- 4) **Review current volunteer role descriptions to update language:** Do they stress impact and results? Do they reflect what volunteers today are looking for? (Check your own job description, too!)

Eight Ideas for Action

- 5) **Get ready for the unexpected volunteer:** Clarify the process for co-creating a new role. Revise recruitment messages to allow for individuals who may have something else to offer.
- 6) **Explore LinkedIn as a potential source of new board members.**
- 7) **Recruit a skilled volunteer to help experiment with calculating ROVI.**
- 8) **Introduce the Reimagining Service principles at a staff meeting or board retreat.** Discuss what they mean to your organization, and to what degree any of them need more focused attention.

Relevant Resources

- Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow, Jill Friedman Fixler, 2012
Volunteer Engagement Facilitator's Tool Kit, Fixler and Steinhorn.
Both available in print or electronic format, www.jffixler.com
- Volunteer Engagement 2.0 , VolunteerMatch 2015 www.energizeinc.com
- Self Directed Volunteer Network, www.SDVnetwork.org
- Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders, 2009. www.serviceleader.org (*e-book available @ \$6.95 each*)
- Reimagining Service www.reimagining-service.org
- LinkedIn database for identifying skilled professional volunteers