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)
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?”

Hustinx and Lammertyn, 2003
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

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

NEW

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

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

WILL I CREATE A MONSTER?
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”
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

Source: TCC Group’s CCAT Study for Reimagining Service, April 2009
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.
REIMAGINING SERVICE PRINCIPLE #4

In order to get a return, you have to invest.
To what degree does your organization practice these principles?

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<tr>
<td>Volunteer ecosystem</td>
<td>Make it core</td>
<td>True community needs</td>
<td>You need to invest</td>
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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](http://www.jffixler.com)*

- **Volunteer Engagement 2.0**, VolunteerMatch 2015 [www.energizeinc.com](http://www.energizeinc.com)

- **Self Directed Volunteer Network**, [www.SDVnetwork.org](http://www.SDVnetwork.org)


- **Reimagining Service** [www.reimaginingservice.org](http://www.reimaginingservice.org)

- LinkedIn database for identifying skilled professional volunteers