

Network Webinar

Volunteer Retention

September 1, 2020



Learning Series

Rethinking Volunteer Recognition

Volunteer Retention

Providing Feedback is as Easy as 1, 2, 3!

**“Engaging” Conversations: Recruiting
Volunteers through Meaningful Discussions**

Finding the Fit: Interview and Screening Tips

Beth Steinhorn, President



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WELCOME

LEARNING

- Understand different metrics for measuring retention success
- Be able to articulate some research-proven practices that enhance retention
- Be able to select at least one proven tactic to apply to their program's practice



New Definitions of Retention

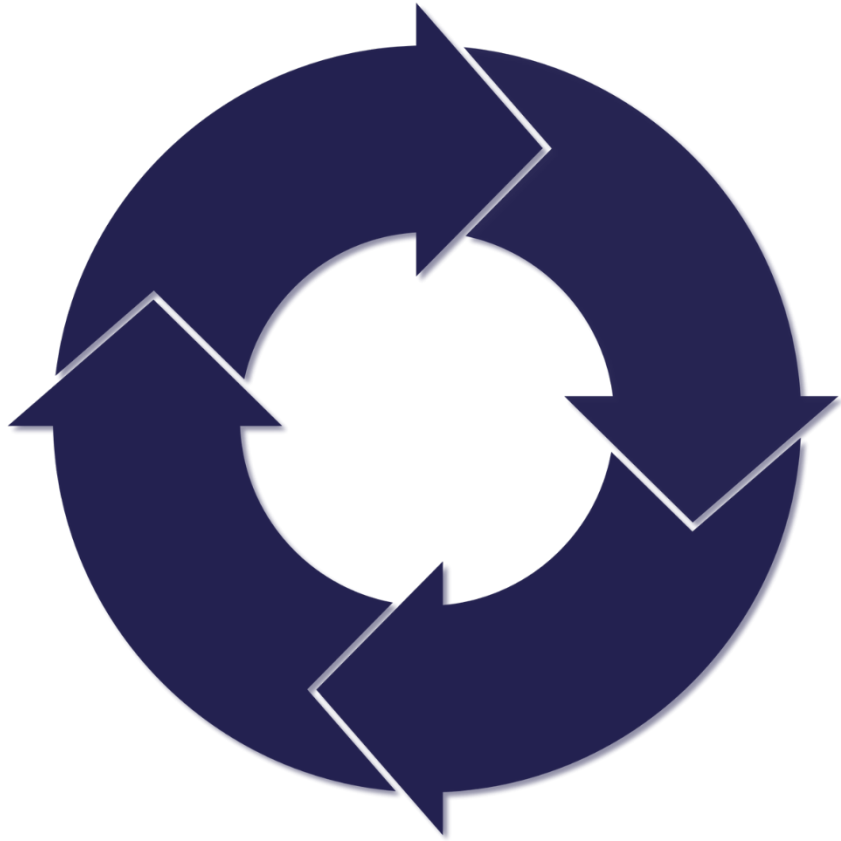


What is Retention?



- Hours/events/shifts
- Years of service
- Fulfilling required commitments
- Consistency
- Maintaining certifications

Redefining Retention?



A process to
maximize
volunteer talent

Impacts of the Pandemic - Survey

VolunteerMatch.org

March 2020

- 93% of nonprofits saw volunteer cancellations
- 3% of nonprofits were seeing higher volunteer turnout
- 45% of volunteers want to help virtually
- 32% of organizations had begun creating more virtual volunteer opportunities

May 2020

- 79% of nonprofits saw volunteer cancellations
- 7% of nonprofits were seeing higher volunteer turnout
- 45% of organizations had begun creating more virtual volunteer opportunities

Retention amid a COVID-19 World?

- What are your biggest challenges?
- What trends are you seeing at your CASA/GAL?

Retention: A process to maximize volunteer talent



Increasing Retention

- Job Design
- Onboarding
- Learning & Development
- A Culture of Appreciation

Retaining Volunteers



Retention Measures

- How do you measure retention?
- How do define success?

Retaining Volunteers

Who stays longer?

- Older volunteers
- Individuals with higher education levels
- Those who devote more time to volunteering
- Volunteers in religious organizations
- Those who have more challenging, meaningful volunteer activities

Factors that Contribute to Retention



- Onboarding and training
- Forming a partnership
- Feedback and recognition

Retention

What transforms episodic volunteers into ongoing/return volunteers?

- Authenticity and impact of the work
- Opportunity to serve with others who care about the same things
- Opportunity to form meaningful relationships around the cause and service they care about

Volunteer Engagement Scale

First attempt to codify
and measure different
levels of volunteering

What motivates and
“de-motivates”
volunteers to
participate over the
long term?

NY Cares: The Leadership Ladder

Retention

Volunteer Engagement Scale

- Why do volunteers stay?
 - To help others and make their communities better places to live
- What inspires volunteers to become more involved?
 - Satisfaction with the organization
 - The belief that their work made a difference

NY Cares Strategy

Improve communications with potential volunteers

Revamp volunteer orientation

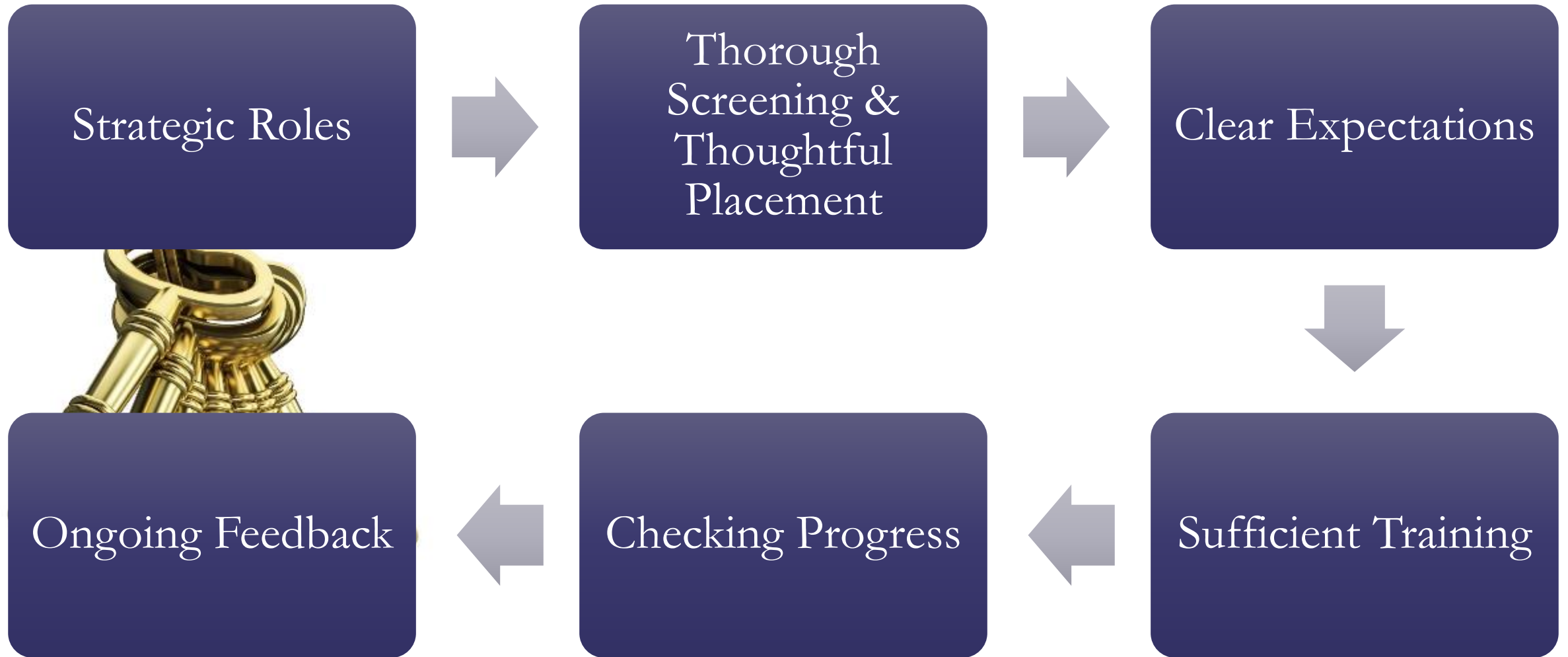
Communicate with every volunteer

Move volunteers up the leadership ladder

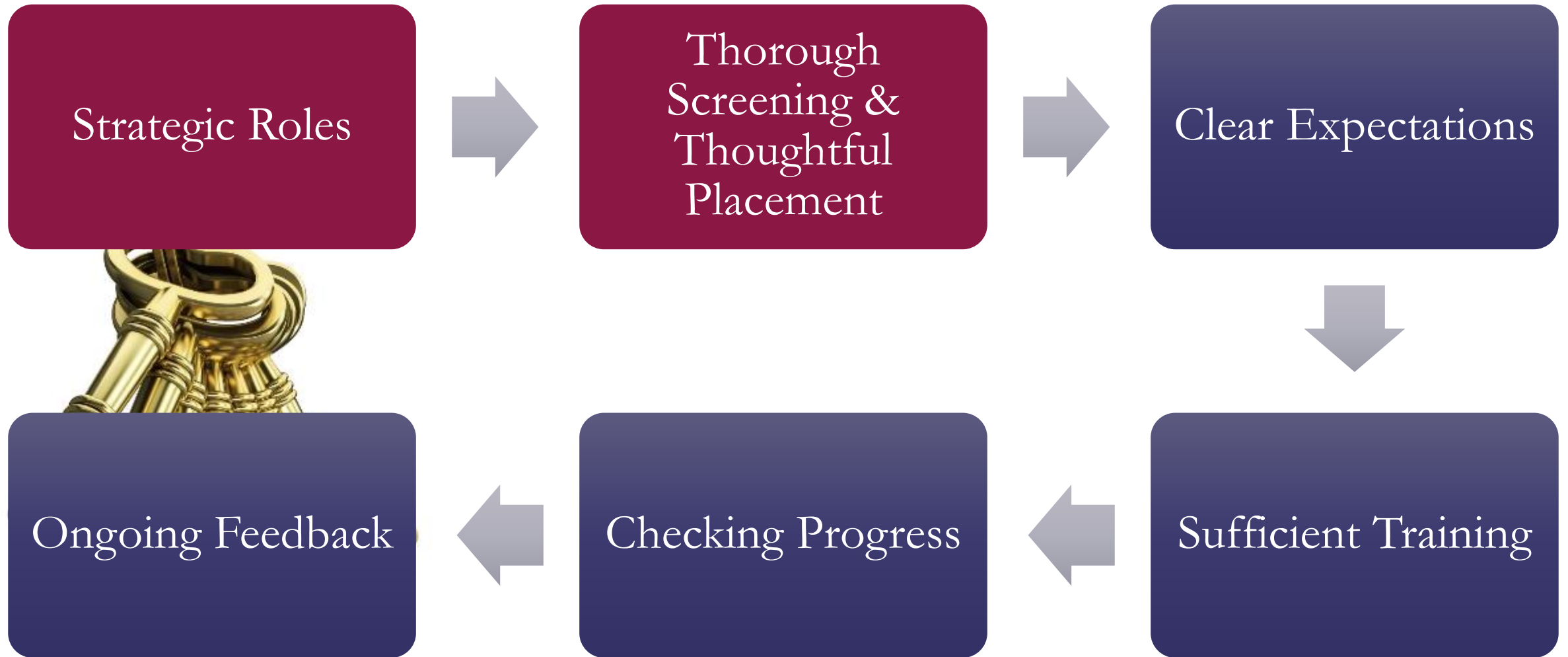
Increase organizational capacity

NY Cares: The Leadership Ladder

Setting Yourself Up For Success



Setting Yourself Up For Success



Position Descriptions

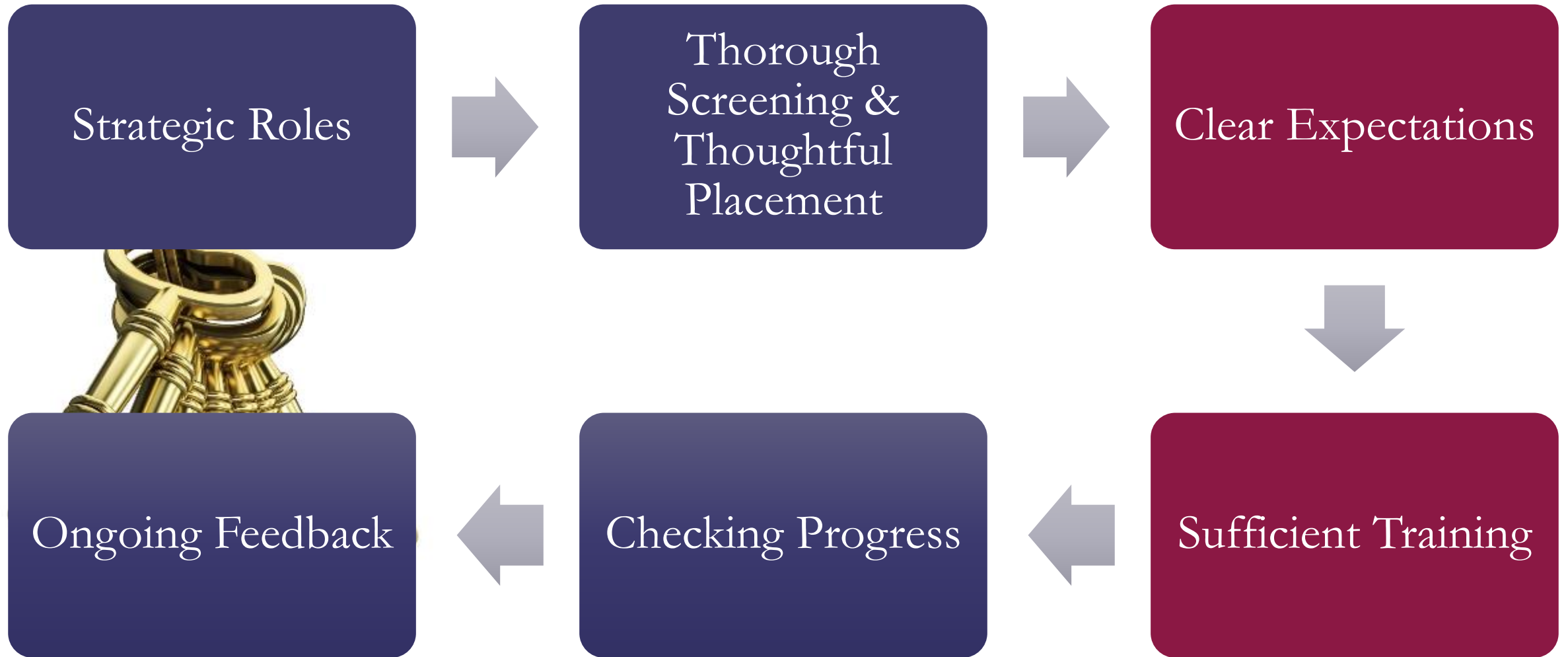
- Are you familiar with them?
- Who is responsible for ensuring volunteers are familiar with them?

Strategic Roles

Recruitment, Vetting, Placement

- What is your role in each?
- Do you know how decisions are made about placement?

Setting Yourself Up For Success



Onboarding is Expectation Setting



Without expectations,
there can be no
accountability

Onboarding is Expectation Setting

What comprises an onboarding process?



- Organizational information
 - Context for the work
 - Meeting the team
- Expectations (of and by the volunteers)
 - Policies
 - Scheduling and processes
- What else?
 - Handbook?
 - Other materials?

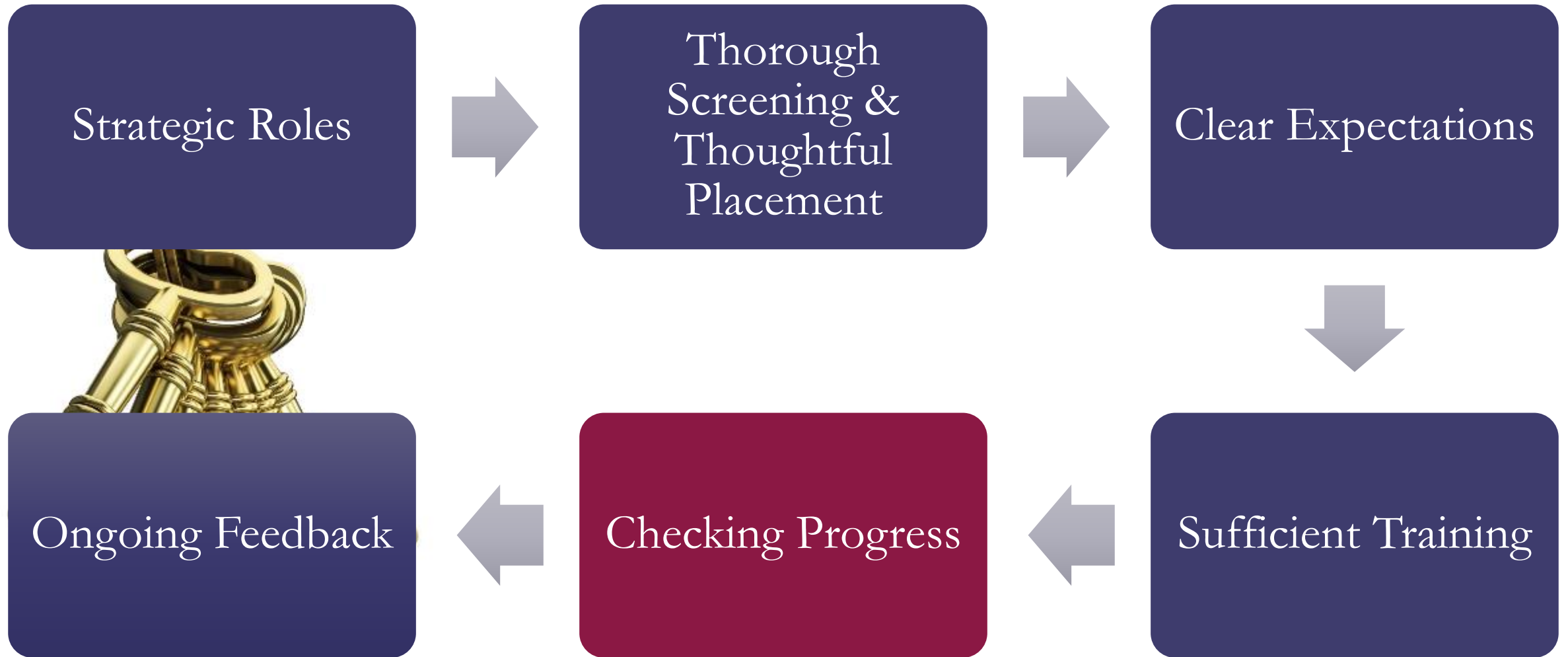
Training: Knowledge for Success



What is included in Training?

- What role-specific information is included?
- What skills are trained?
- What is communicated in formal training vs. on-the-job training?
- How is knowledge tested and confirmed before moving on?

Setting Yourself Up For Success



Developing Work Plans

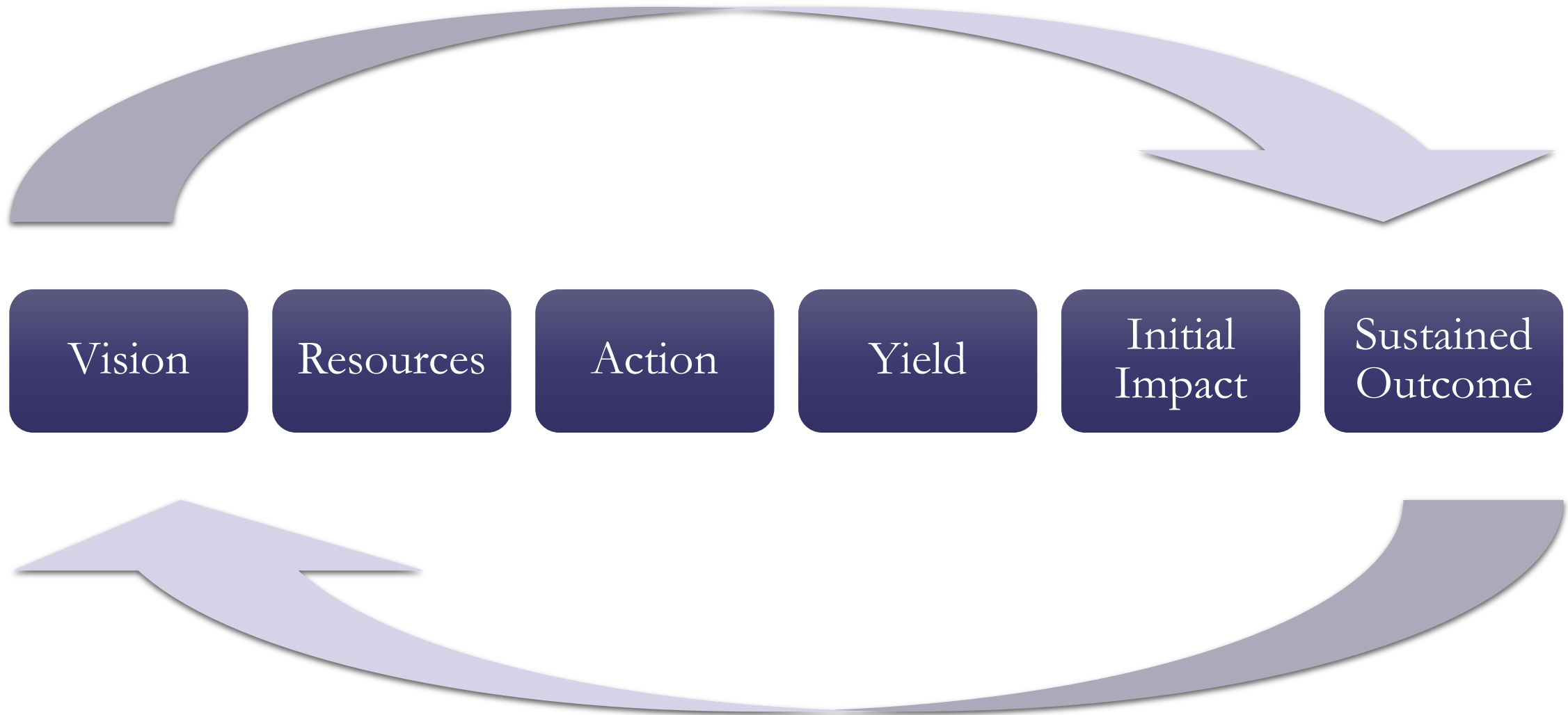


Goals

Actions

Measures
of Success

Work Plan Elements

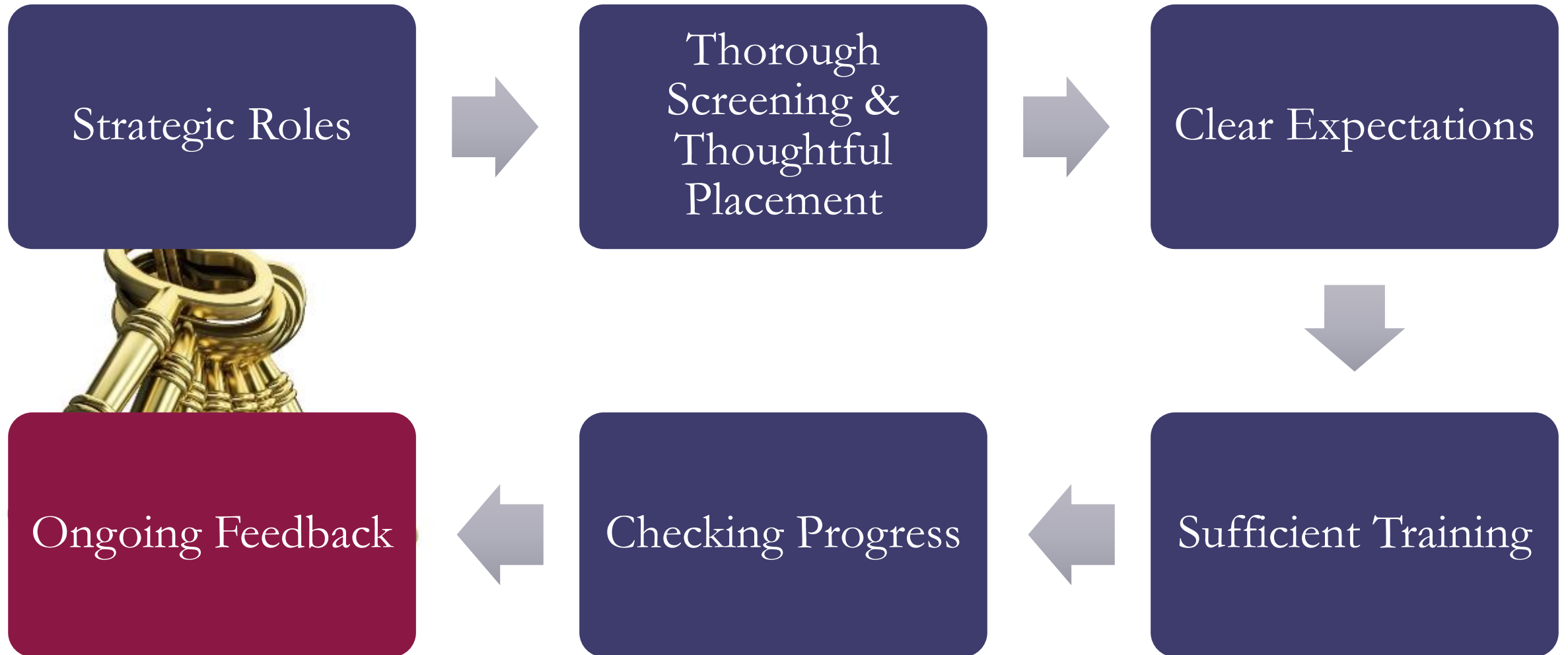


Checking In



- ✓ When do you meet?
- ✓ About what?
- ✓ What will we do if agreements aren't met?
- ✓ Does the volunteer:
 - ✓ Know what s/he is supposed to accomplish?
 - ✓ Have sufficient authority to accomplish it?
 - ✓ Have the skills and knowledge to succeed?
 - ✓ Know how we have agreed to measure success?
 - ✓ Know whether s/he is succeeding? Feel recognized?

Setting Yourself Up For Success



Feedback Goals



Why provide feedback?

- To provide information and tools to help reach a goal
- Get an individual back on track, or keep that individual on track
- To maintain or fuel motivation
- To nurture a team spirit
- Other?

Clues It's Time to Give a Volunteer Feedback



Someone asks for
feedback

A problem is
persisting

A volunteer, staff
member, or other
stakeholder
complains OR
compliments

Performance
doesn't meet
expectations

You notice a
volunteer doing
something well

A volunteer has
(or hasn't) made a
change based on
prior feedback

You think to
yourself, "I really
don't want to have
to deal with this"

You think to
yourself, "I can't
believe I'm still
dealing with this!"

Feedback Goals



Positive and Negative Feedback



Feedback should be specific.

Specific Positive Feedback

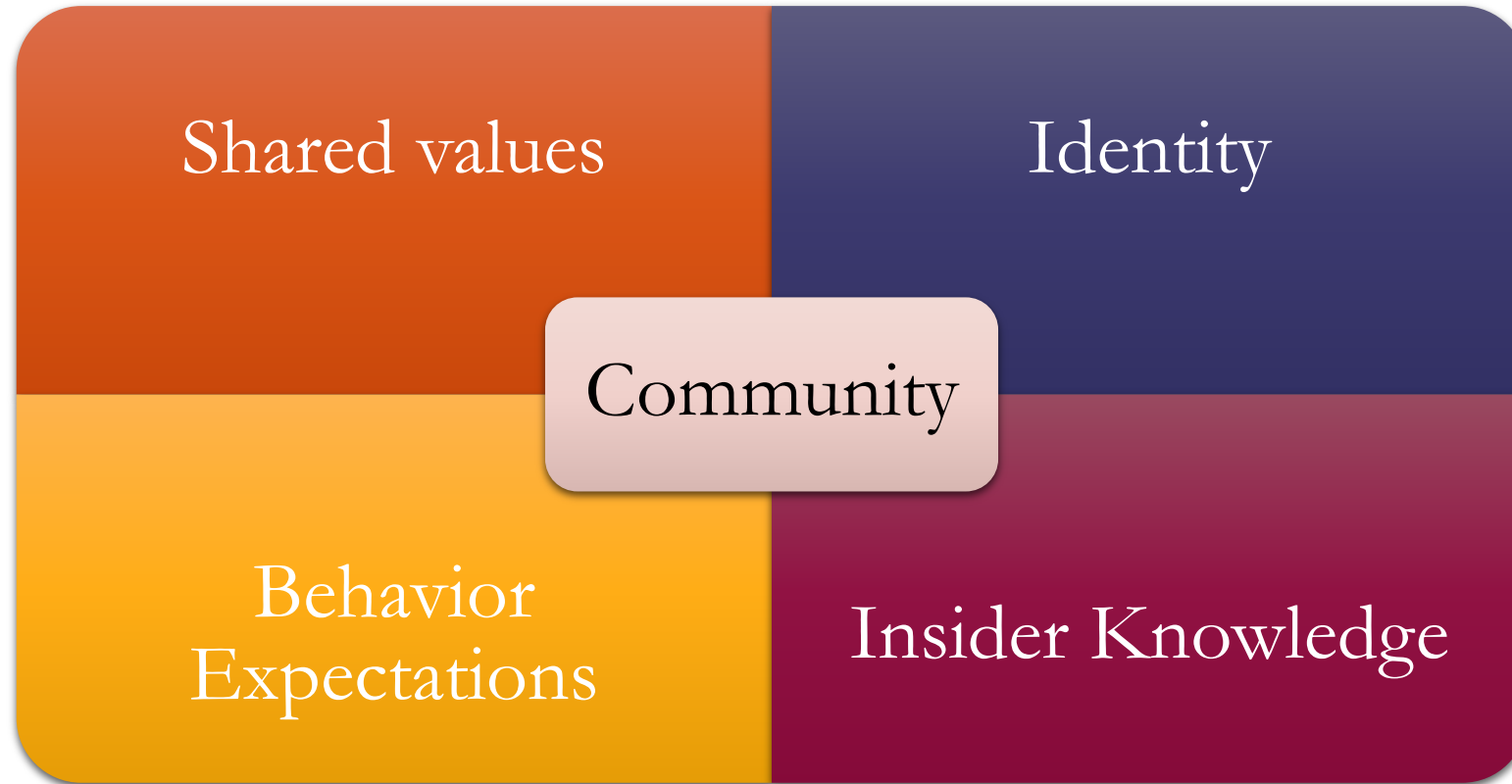


- ***Great job** describing that lunar landing.*
- ***Thank you** for noticing that Marco needed help.*
- ***I loved how** you answered those visitors' questions so thoroughly.*
- ***Great work** focusing on information to be presented at the event without getting distracted by that group of people in the back.*


7 Principles of Community



What is Community?



What is Community?



Connection events over video are different....
In terms of feeling and understanding each
other, live and online [are] remarkably similar.

Sara Ness, Authentic Revolution

Prior to COVID-19, which strategy have you found to be most effective in nurturing a sense of community?

- Volunteer roles that require teamwork
- Team leaders responsible for nurturing community
- Educational/training events
- Social events
- Social media
- Other

7 Principles of Community

Boundary	The line between members and nonmembers.
Initiation	The activities that mark a new member.
Rituals	The things we do that have meaning.
Space	A place set aside to find our community.
Stories	What we share that allows others and ourselves to know our values.
Symbols	The things that represent ideas that are important to us.
Leadership & Growth	A path to growth as we participate.

2. Initiation



Initiation Tactics



Welcoming new
volunteers

Online orientations

Online training

Welcomes from
leadership/volunteers

Integrating into teams

Credentials

Case Studies

CITY HARVEST
RESCUING
FOOD FOR
NEW YORK'S
HUNGRY

6 East 32nd St
5th Floor
New York NY
10016
cityharvest.org
646.412.0600

Sunday, March 22, 2020

Chairman
James D. Kallman

Vice Chairman
Eric Ripert

Treasurer
Eric S. Schwartz

Watch Live

NYC Mayor Bill de Blasio gives coronavirus updates

Volunteers Are Collecting Tablets for COVID-19 So They Don't Have to Suffer Alone

TIME Jamie Ducharme, Time • April 24, 2020



**American
Red Cross**

Teambuilding over Tech

Tips

- ✓ Include activities that require teamwork
- ✓ Create interdependent roles
- ✓ Provide instructions, but allow for group problem solving
- ✓ As facilitator, be aware of:
 - your experience
 - others' experience
 - environment
 - context

5. Stories



Stories Tactics

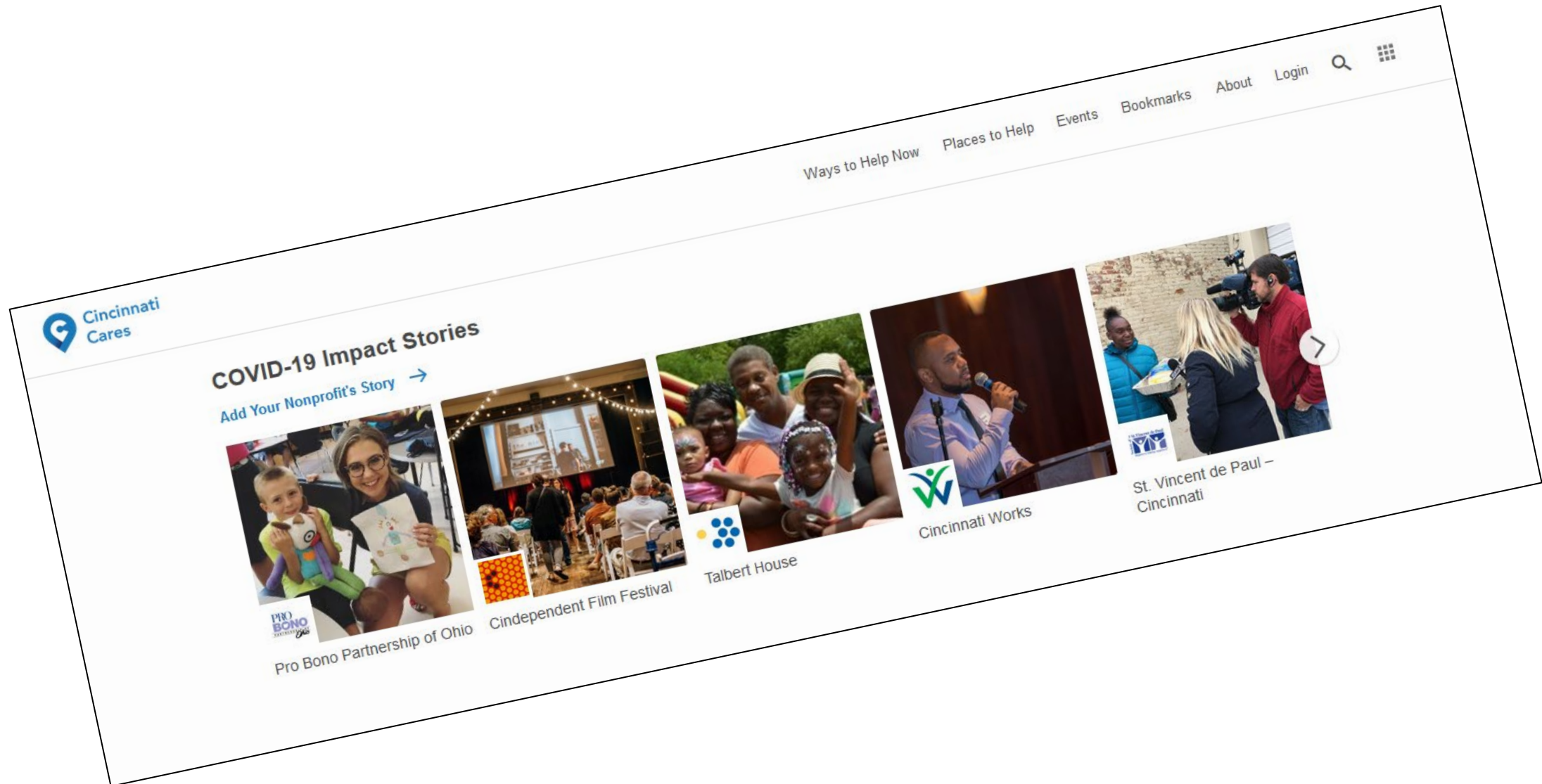


Orientations

Impact
Stories

Convenings

Case Study – Cincinnati Cares



6. Symbols



**I Gave
Blood
Today**

Symbols Tactics

Intention



Symbolism



Connect
to Future



Discussion



Upcoming Sessions in the Learning Series

Providing Feedback is as Easy as 1, 2, 3!
– September 22

**“Engaging” Conversations: Recruiting
Volunteers through Meaningful
Discussions – October 7**

**Finding the Fit: Interview and Screening
Tips – November 12**

VQ Resources

VQStrategies.com



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Books and tool kits



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Thank you.

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