

The Elmer J. Tropman Non-Profit Research Fund

**Volunteerism, Social Capital and Philanthropy
In the Not-for-Profit Sector**

A Research Study

Conducted by First Side Partners, Consultants to Non-Profits

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I. Introduction

Volunteers have traditionally played a significant role in the development of non-profit organizations, and in the work they do to help society. Most grass-roots organizations begin as volunteer-driven and staffed efforts. As these organizations grow and develop, some continue to involve volunteers, but others choose to utilize more and more paid staff, minimizing the types of contributions that volunteers make.

Recognizing that the potential benefits to an organization from using volunteers in many diverse capacities can be significant, The Elmer J. Tropman Non-profit Research Fund asked First Side Partners, a professional consulting firm that specializes in non-profit management, to conduct a study on volunteer programs in the Pittsburgh region. First Side Partners was specifically asked to look at the ways in which volunteers are being effectively utilized by non-profits in this region, and to also look at best practices elsewhere to see which might be applicable to organizations seeking to strengthen their programs.

The researchers were also asked to take into consideration trends relative to volunteering, philanthropy and non-profit management, to see if these have any impact on organizations' ability to effectively use diverse members of the community in carrying out their missions. Finally, the issue of demographic sectors and diverse motivations for volunteers were to be considered and examined through the lens of current practice.

To conduct the research necessary, First Side Partners contacted individuals, both in the Pittsburgh region and in other areas of the country, who are in a position to know which non-profits have solid volunteer programs. Combining their recommendations with information we have gleaned from years of working with Pittsburgh-area non-profits, we developed a list of appropriate organizations to interview. We conducted face-to-face interviews with executive directors, program directors and other agency staff directly involved in supervising volunteers.

We also created and distributed a survey to almost 500 organizations throughout Allegheny County, asking a variety of questions about how they use, support, recruit and retain volunteers. We used a random sampling of organizations within several different sectors of the non-profit world, in order to ensure that our results would reflect the broadest number of non-profit organizations.

Based on both the substantive interview results and the information gleaned from the surveys, the information reported in this study will prove helpful to non-profit organizations across the board. The study shows the common traits shared by programs effectively using volunteers to carry out their mission, and reflects the key issues that must be considered by any non-profit organization seeking to build a stronger volunteer program. It also analyzes various best practices, program supports and other internal structural factors to show which are considered vital to a good program, and which are not.

There are several things that were substantiated through this study:

- Nonprofit institutions rely on volunteers to carry out a wide range of programs and services
- Many diverse individuals, with varied skills and abilities, donate their time to help carry out the mission of these organizations
- An incredible number of hours are contributed each year, as people of all ages give of themselves to help others
- Without this important labor force, much of the work of nonprofit agencies would simply not be possible.

In this report of our findings, we identify trends that affect not only how organizations utilize volunteers, but also the availability of volunteers. We review the ways in which nonprofits have adapted and revised programs and expectations to address these trends, while still meeting the needs of the volunteer. And, we look at some of the strengths and weaknesses of existing volunteer programs, in order to recommend changes that will enhance a non-profit organization's ability to attract and retain good volunteers.

We examine the intricacies of volunteer cultivation, recruitment, rewards, training and retention. We look at the resources and commitment of various organizations, and the effect these have on their volunteer programs. We also review the ways in which volunteers are recognized, rewarded and appreciated for the important work they do – one of the most critical areas identified in the study. We investigate the structural supports that organizations have in place for their volunteers, including such human resource supports as job descriptions, formal and informal orientation and training requirements, volunteer manuals and application and performance appraisal systems.

Finally, the report provides a series of recommendations, based on the findings of the study, that outline the key elements of a successful program, the issues that need to be addressed before committing to the extensive involvement of volunteers, and some of the possible responses organizations may wish to consider in order to meet the changing needs of today's volunteers.

It should be noted that the focus of this report is to show specifically what must take place in an organization to effectively use volunteers on a broad level. The researchers purposely avoid repeating the excellent work already done by many published authors, describing the basic components of a volunteer program and its management. The report also does not generally reflect the details of how organizations use, effectively or otherwise, their board members. The reason for this is detailed in the body of the report, but, in short, it was clear that these organizations seldom consider their board members in the same category as their other volunteers. Consequently, the majority of the staff members responsible for managing volunteers have little or no involvement or interaction with board members. For this reason, sufficient data on that aspect of volunteerism could not be gathered from the sources interviewed or surveyed through this study.

Because the focus of this study is specifically what organizations can do to strengthen their formal volunteer programs and involvement, we also did not attempt to gauge informal volunteering, or volunteering outside of formal organizations, which was recently the focus of a

study done under the auspices of Independent Sector. We do, however, refer to the results of that study in this report, as the recruitment of formal volunteers does involve acknowledging the differences between formal and informal volunteers. Also, because there have been so many fine studies done presenting the volunteer point of view and motivations for volunteering, we felt it would be redundant to take that approach here. Consequently, we analyzed volunteer involvement from the perspective of those professionals most experienced in working with them. We do, however, refer to several of the other studies done by Independent Sector, as well as studies done under the auspices of The Ohio State University and Michigan State University. Many of these included more data on informal volunteers, and are listed in the Appendices.

The other point that must be made is that the report is not written in the style of traditional research reports, for a specific reason: the target audience for this report is non-profit managers and volunteer program directors. These individuals have little time to wade through long research tomes. Consequently, we have written the report in a succinct fashion that will hopefully encourage practitioners in the field to read it and use the recommendations provided. We have added resource and reference material at the end, for those who wish to delve further into the subject, and have listed a number of excellent web sites for people to use in learning more about good volunteer program management.

II. Executive Summary

This report presents the viewpoints of those who manage volunteers, as opposed to the volunteers themselves. Specifically, it highlights practices that are shared in common by successful formalized volunteer programs. Among the findings, several important points stand out. Combined with related recommendations, they include the following:

- Volunteer programs that enjoy the most success are found within organizations that see volunteers as a central component in their ability to carry out their mission, as opposed to a resource that is only called upon as an afterthought. Volunteers in those organizations are involved in virtually every part of the non-profit's work, and are viewed as unpaid staff members and important members of a dedicated team.
- Today's volunteers have heavy time commitments in their lives, and more and more families include dual-career couples or single parents with limited windows of discretionary time. Flexibility on the part of the non-profit is essential if volunteers are to be involved in meeting the organization's needs: flexibility in identifying more short-term potential volunteer tasks, in finding creative ways to move programs to locales where volunteers can more easily become involved, and in scheduling volunteers for times that allow for their other commitments.
- Volunteers respond better, and remain more committed, when tasks are meaningful, and when the volunteer understands how a task helps in carrying out the mission of the organization. Today's volunteer wants to know that his or her work is important, regardless of what that work entails. Regular feedback and continuing education is critical.
- There are still many excellent sources of volunteers, several of which have not been fully tapped. Among these are people volunteering as a family group, religious groups, high school and college students, young retirees and other seniors, recent immigrants, people needing to do community service, informal volunteers and individuals with special needs and disabilities.
- Staff and volunteer leadership at non-profits must be significantly committed to involving volunteers if they are to be properly utilized. This not only means making facilities and resources available for supporting the work of volunteers, but personally showing volunteers how valued they are to the organization and its ability to carry out its mission.
- It is important to have a paid staff member assigned the responsibility of supporting volunteers, even if that person has other job duties as well. Ongoing support of volunteers is even more important than the efforts made to initially recruit them. Showing volunteers that the organization is serious enough about their contributions to funding a volunteer manager staff position makes a big difference in ensuring their continued commitment.
- One-on-one relationships between staff and volunteers, and among volunteers, is

important to retaining good volunteers, many of whom need to feel a social connection, or a sense of belonging, to remain satisfied. Additionally, implementing a more formal means of communication with volunteers will help reinforce their reasons for volunteering, and make them feel that they are an important part of the team.

- Volunteers need to know they are needed and valued. Because of this, organizations must ensure that they keep volunteers active and involved, and must be organized and prepare for them when they arrive to work. And, because the needs and interests of each volunteer may change over time, non-profits must also have a variety of jobs available, so that volunteers have more than one option. If a volunteer decides to leave the non-profit, some system of assessing the reasons, and hopefully getting that volunteer to reconsider his or her decision to leave, is essential.
- Never take volunteers for granted: continue to cultivate them, educate them, and involve them, regardless of how long they have been volunteering for the organization.
- Training and education of volunteers, whether formal or informal, needs to begin when the individual is first recruited, and must continue at some level throughout that person's involvement. This can be as formal as extensive training sessions or as informal as a paragraph detailing the overall position, shared with a volunteer during the initial interview. It can also be verbal communication on an ongoing basis. Regardless of the methods used, tasks and responsibilities must be clearly outlined, and ongoing personal feedback used to ensure that the volunteer understands where his or her work fits in the broad scheme of things.
- Recruitment of volunteers is easier if tasks are short-term and not terribly demanding. More complicated volunteer tasks needing extensive training require, in turn, much more targeted recruitment. In general, however, word of mouth is the most effective means of recruiting good volunteers.
- It is important to get to know volunteers in order to place them in tasks they will enjoy. Good program managers use some combination of initial interviews, volunteer application forms, or some other means of assessing an individual's interests and abilities.
- A structured way of recognizing volunteers is considered essential by successful volunteer program managers, not only to meet the needs of those who desire public recognition for their work, but also to provide the organization with specific means of showing how the volunteers are valued and how important their work is to the mission. Although an annual recognition event is most common, recognizing volunteers through more personal contact is considered a critical means of reinforcing their commitment.

The separate sections of the report detail how the research was conducted, what was found and what conclusions and recommendations result from this research. It is our hope the information will serve as a resource to those who work so diligently in the non-profit sector across the region.

III. Methodology

To research the non-profit sector with respect to how the institutions engage and utilize volunteers, two basic methods were employed — personal interviews and a survey instrument. In order to ensure that our findings were representative of the entire sector, we paid special attention to how the sample was chosen.

A. The Interviews

To conduct interviews on how non-profits use volunteers, we first developed a lengthy list of organizations across the sectors, including health, social and human services, arts and culture, education, and religion. We were aided in developing the list of potential interviewees by consulting with program directors at several local foundations. These individuals were helpful in providing prospects that, in their estimation, had a demonstrated ability to successfully use volunteers in providing services to the community.

In addition, we selected possible interview subjects from contacts in the community who were already known to us. These were suggested not for their prowess in using volunteers, but as examples within the sector that might provide other baseline information about the world of voluntary service. We then divided the prospects by size within their sector, choosing both large and small organizations from within each non-profit sector to interview. The complete list of those with whom personal interviews were conducted, totaling 39, is contained in Appendix A. The list of the organizations assisting in the identification of potential interviewees is Appendix B.

Each interview lasted approximately one hour, and involved either the volunteer manager, if there was one, an executive director or the program or education manager primarily responsible for volunteer management. The questions asked during this interview are contained in Appendix C.

B. The Survey

We felt it was important to reach the broad spectrum of organizations in the region that use volunteers, in addition to the more targeted sector picked for in-depth interviews. The survey was developed to look at two different levels of volunteer activity — that involving volunteers in governance of organizations, and those volunteers active in delivering services or overseeing events for institutions. A copy of the survey that was distributed can be found in Appendix D.

To ensure that a random sample would receive the survey, we needed access to a wide-ranging list of leadership across the different types of organizations within the non-profit sector. We requested assistance from the Nonprofit Leadership Institute of Duquesne University (NLI), and were granted permission to use, for this purpose only, a portion of their list of almost three thousand names, which mostly consists of those involved in the non-profit sector who have attended one or more of their program offerings. We sorted this master list by category (e.g. culture, social service, religion, education, etc.) and, within those subsets, randomly chose approximately 500 names within Allegheny County to receive the survey.

A total of 482 surveys were mailed. The sectors and numbers breakout was as follows: Education (77), Arts and Culture (160), Health (73), Human Services (140), Housing (14), and Religion (18). Of that total, 17 were returned as undeliverable. Of the 465 surveys that were successfully delivered in the mail, a total of 103 were returned, either by fax or through the US postal service. This indicates a response rate of 22% and means that the results provide a confidence level of 90% with a margin of error of +/- 7 points.

The analysis of the data from the survey produced interesting results that are the basis for the section of this report entitled “Findings”. Since the respondents were not required to list their name or organization, the analysis can only extrapolate from the sector as a whole and not specifically within subsets (e.g. human services or education). It is important to note that for each question from the survey that correlates to a question asked in interviews, a comparison of the answers was made to determine if there are differences between the responses of those who completed the survey as compared with those who granted individual interviews. Any difference in response is noted in the findings.

One set of questions asked both during the interviews and on the surveys related to board members, their involvement as volunteers, supports used by boards, etc. The results of these questions are not conclusive, primarily because many of the interview respondents did not have sufficient knowledge of their board, despite the fact that they were responsible for volunteers in their organization. It became clear that, in almost all of the organizations surveyed or interviewed, board members are handled primarily by the executive director or chief executive officer, and are not considered volunteers in the same way as other types of volunteers. For that reason, we do not feel that the data gathered can be considered valid, either statistically or informationally, and have consequently not reported on board volunteerism to any great degree. At the point where this became clear, it was too late to re-structure the study to offset this finding. Instead, we recommend that this be considered for an additional study, targeting just boards in the area and how they are structured and functioning.

IV. Findings

A. Trends

There are a number of trends that affect volunteer involvement today, some which could be considered challenges, and some which present opportunities. The challenges most frequently mentioned by those interviewed were as follows:

- The increasingly limited time perceived to be available for volunteering, due to dual-career couples, increasing activities for children (requiring parental involvement or transportation), more single parents, the economic downturn, (which means more people are working multiple jobs), and a general feeling on the part of potential volunteers that they do not have time to do anything more than they are currently doing. In a 1994 Ohio study on volunteering, 83% of volunteers and 81% of non-volunteers, indicated that lack of time was a barrier for them. In a 1997 Michigan State study on volunteering in Michigan, three out of five people said they don't volunteer because of lack of time. This also translates into more volunteers that are not willing to accept long-term or frequent assignments.
- Some retirees are working longer, and when they finally do retire, want more challenging work. They also want to be treated as staff equals. Both factors necessitate more training and more staff time to supervise and support.
- Most people do not want to do tedious tasks, but instead seek more challenging uses of their time. Baby-Boomers, in particular, have a high need for accomplishment and a desire to know more about an organization than just one aspect. This, again, means organizations must do more educating and training, and must re-configure tasks to make them more meaningful.
- Since many people must work during weekday hours, fewer volunteers are available to help during traditional working hours, which is when organizations often need volunteer help. Organizations must be more flexible in meeting the needs of potential volunteers.
- Corporate downsizing has resulted in a reduction in people available through some corporate volunteer programs. Even those that still maintain a commitment to employee volunteerism have, many times, scaled back the number of hours in which they are willing to make their employees available.
- On the flip side, a number of positive trends were identified, many of which are, in fact, the inverse of the challenges listed above:
- The positive influence of the tragic events of September 11, which is stimulating more interest in helping others. This is further encouraged by media attention to volunteers and by President Bush's support of volunteer efforts.

- More schools, at both the high school and college levels, are requiring volunteer service hours of their students, making more of these young, energetic and creative men and women available for volunteer assignments.
- Media coverage of the economic downturn means that more people are aware of the needs of other individuals in our communities, and are more interested in volunteering to help.
- Some retirees are retiring earlier than in years past. For those who choose not to take on a second career, volunteering provides opportunities to do something rewarding and fun, while also providing the social interaction crucial to many seniors. The increasing longevity of seniors, many of whom remain in reasonable health, means that more potential volunteers exist.

Some of the trends that have been identified on a national basis include one mentioned above: increasing longevity and seniors' interest in maintaining an interesting and active lifestyle. This is coupled with an increasing trend toward people remaining in the north for the majority of the year after they retire, as opposed to the previous trend of moving south permanently. This means that more seniors will be available for volunteering, if the assignments are challenging, and that their dedication to an organization will be less likely to disappear because they move away. And, this benefits the volunteer, as well: researchers have shown that volunteers who stay involved and active are less likely to suffer a major illness, and tend to live longer, as well.

Another trend that bodes well for volunteer recruitment is the increasing interest of immigrants in affiliating themselves with established organizations in order to become established in the community themselves. This, coupled with the fact that younger generations are more willing to cross ethnic and racial boundaries, means that more non-profits will find they have the opportunity to draw a more diverse group of volunteers than ever before. And, with the trend of more schools requiring community service, young people will establish a lifetime of volunteering at an early age. Studies show that people who volunteer, or who are exposed to people who volunteer, when young are much more likely to volunteer significant hours when they become adults. They are also much more likely to contribute than those who had no such early experiences.

Additionally, volunteers who participate with family members volunteer regularly, for more time, than volunteers who do not donate their time along with family members – 45% versus 33%. They also volunteer an average of 4.3 hours per week, as compared to 2.8 hours for non-volunteers. Their giving is also almost twice that of non-family volunteers.

One trend that supports increased involvement of volunteers is the heightened tendency of younger adults to want to know more about an organization, and to be involved personally in the work of that organization, before they will contribute. If non-profit organizations want to draw significant donations from those currently in their twenties and thirties, they will want to provide opportunities for those young adults to get involved with their organizations. This is also true for Baby-Boomers, who have begun receiving the “wealth transfer” from their World

War II parents. Additionally, those who volunteer and contribute to an organization are far more generous. According to a survey done by Independent Sector, those who gave but did not volunteer gave gifts averaging \$477, or 1.4 percent of household income. Those who both gave and volunteered averaged \$1,155, or 2.6 percent of household income – a differential of 240%.

Another trend that benefits the availability of volunteers for most non-profits is the recent surge in popularity of volunteering “in the trenches” – doing work such as serving food in a soup kitchen, or tutoring urban children. This is different than the more glitzy volunteer work of prior years, in which many volunteers were more concerned with being seen at a fancy event than in sharing their talents with the important, but less visible, work of non-profit organizations.

B. Volunteer Involvement

1. Ways in Which Organizations Use Volunteers & Board Members

The information gathered through the study indicates that volunteers are being used in a huge variety of different ways by organizations in the region. In addition to the governing or advisory board itself, traditional jobs such as fundraising, event staffing, docents and office work continue to be filled by volunteers at many non-profits, and remain the primary use of volunteers by those organizations. Specifically, special events and office work are the most prevalent, followed by soliciting gifts, strategic planning and volunteering directly in programs.

However, other organizations use volunteers to carry out their community-based education programs, to tutor agency clients or their children, to provide day care or services to patients or nursing home residents. Other organizations use volunteers to prepare, serve or deliver meals, to mentor other adults or young people, to provide support or caring for a family, to lobby the government, serve as advocates in neighborhoods, or to conduct retreats. Still others have volunteers caring for animals or teaching others to care for their own, providing professional services such as medical, veterinary, legal or financial expertise, farming for the hungry, serving as crisis staff in emergency situations, teaching children crafts and writing musicals for school plays. The list is virtually endless.

In those organizations that have realized that they can be much more effective in carrying out their missions with the full participation of many talented and committed volunteers, few tasks are considered to be “staff-only”. Instead, volunteers are considered unpaid staff, recruited as valuable members of the team, and given meaningful and challenging work. The result is astounding: some organizations receive nearly half a million donated hours of work, the equivalent of 250 full-time paid employees!

Many other organizations that admitted difficulty in recruiting and keeping good volunteers also appeared to have at least one thing in common: they had been unable, or unwilling, to change volunteer program parameters set decades ago. Specifically, volunteer assignments tended to be menial, and many required commitments of several week-day hours on a regular basis, which as discussed in the Trends section above, goes against the needs of most volunteers today. This is not to say that organizations with specific needs cannot ask volunteers

to make significant commitments of time, if the job requires it: in fact, several well-known organizations – museums, zoos and arts organizations, in particular – require extensive time commitments on the part of certain of their volunteers, and because of the cachet enjoyed by these institutions, they have little difficulty in getting people to commit at that level. For other organizations, however, this has not been the case. The majority of social service organizations, for example, have had to restructure their volunteer commitments in order to continue drawing good volunteers.

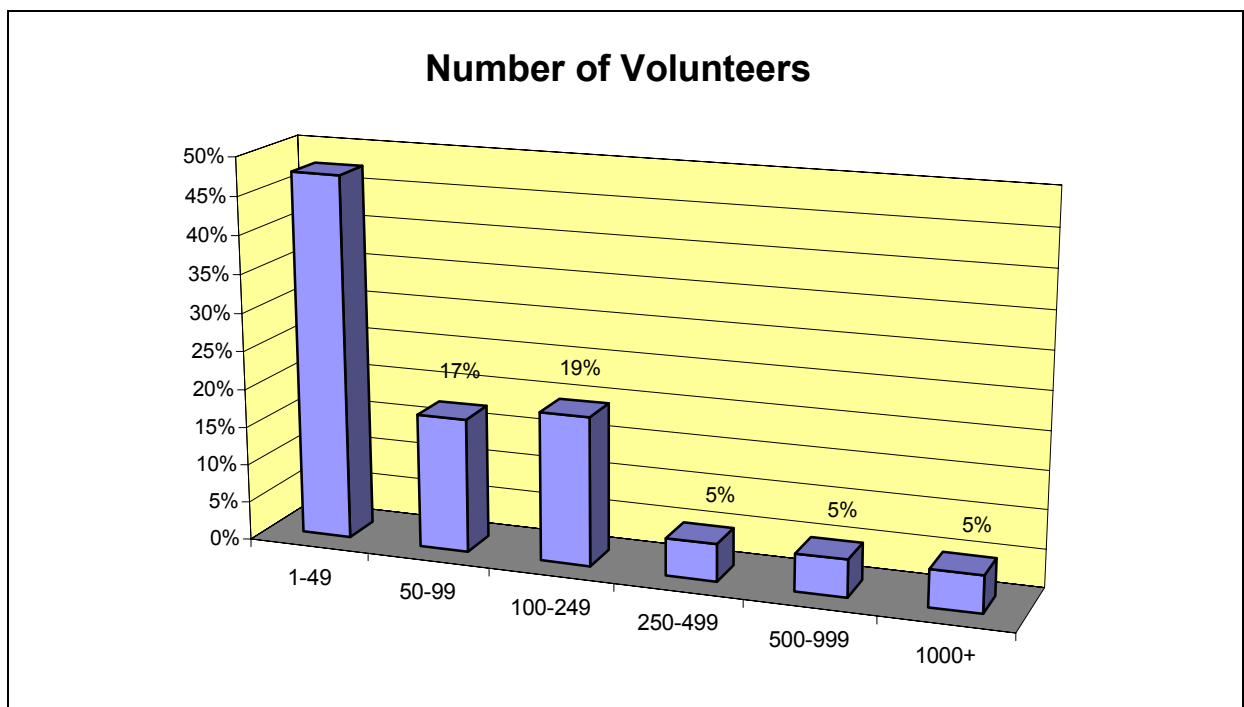
The little information that was available on board volunteer involvement shows that most boards have either an active committee structure (39% of those surveyed), or a mix of committees and full board decision-making (an additional 25%). 21% have a board that works as a group of the whole, and the remaining responses were unclear as to how they are structured.

Succession of volunteer leadership (in most instances, this was interpreted by respondents as referring to the board) was an issue for about 28% of boards, which have no functioning system to ensure logical succession. About a third said that they do have some program in place to ensure succession, although a number of these indicated that it is not always effective.

2. Demographics and Other Community Involvement

Number of Volunteers

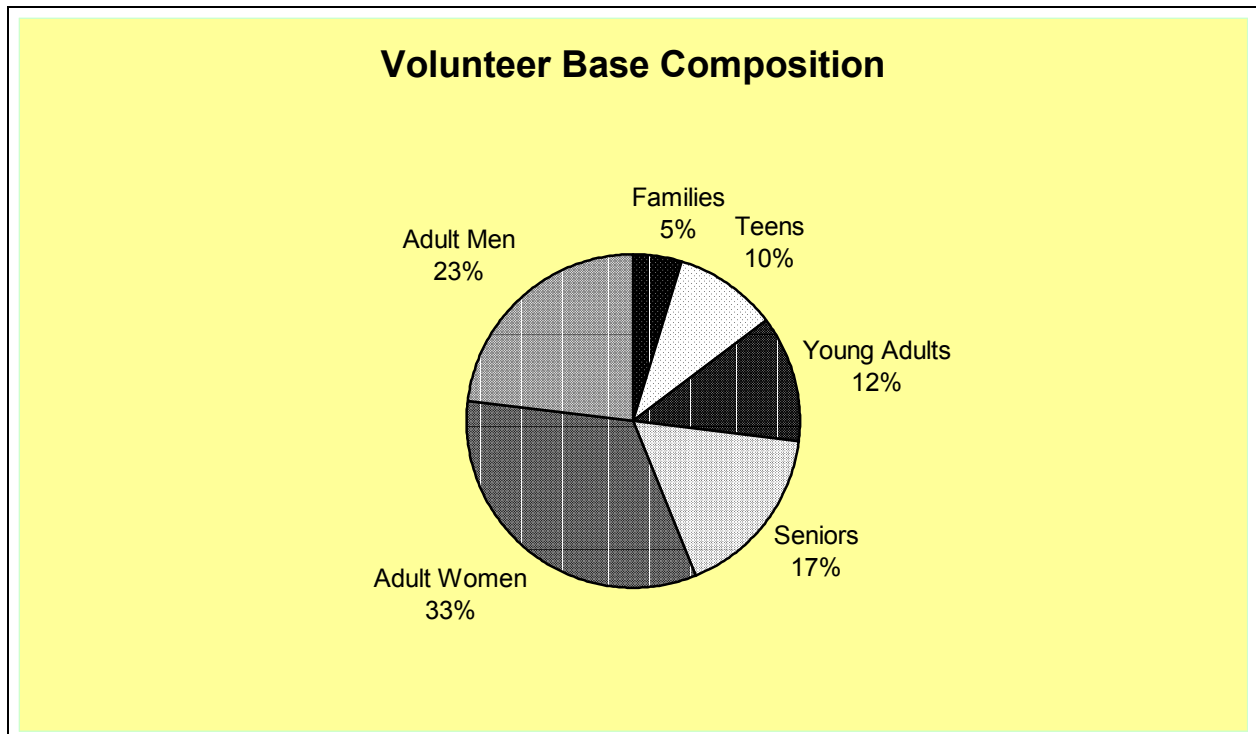
As the following graph shows, although there are a few programs with large numbers of volunteers, almost half (48%) of those responding to the survey work with a corps of between 1 and 49 volunteers. Fully 84% of all respondents work with fewer than 250 volunteers on a regular basis.



Volunteer Demographics

For the vast majority of institutions examined in this study, women tend to make up the majority of their volunteer corps. This is similar to national figures on volunteering, as well. However, beyond this, there are few generalizations. Many organizations have significant numbers of seniors volunteering; others have teen programs to involve younger members of the community. Some have found that the gay community has been a solid contributor of volunteer skills; others indicated that individuals with special needs have been their most dedicated and reliable source of volunteers. Many organizations have pursued high school and college students, understanding that they will move on before long, but happy to have their involvement in the meantime. Others have built affiliations with religious institutions, where both individuals and church or synagogue groups contribute their time. Finally, professionals at all ages were considered to be good potential volunteers, especially considering the increasing complexity of volunteer assignments, and corporate groups (including corporate retirees) were identified as another excellent source of volunteers.

The following graph shows the age distribution of volunteers, as identified during the study. It should be noted that this does not necessarily reflect the available pool of volunteers, but rather those volunteers already active in formal volunteer programs.



The three groups that many organizations indicated they had difficulty in attracting, or who were simply not represented to any great degree among their volunteers, were men (aside from seniors), and members of the Hispanic and African-American communities. This generally had little correlation to the ethnic groups served by the non-profits interviewed, many of whom

are located in, and serve, predominantly minority communities. While there were notable exceptions to this lack of representation, difficulty in engaging these three groups in formal volunteer programs has also been identified nationally as a challenge.

It should be noted, however, that because this study did not attempt to assess informal volunteering, in which minority communities traditionally have been more involved, the data regarding this aspect of volunteer make-up does show somewhat of an inherent bias. Recruiting these groups for formal volunteer programs, on the other hand, remains an issue to non-profits throughout the United States. Connecting through church groups has been one successful means of bridging the gap between non-profit organizations and members of minority communities. Recruiting ethnically diverse professional groups has been another.

Many volunteers are also involved in more than one organization in their community. When asked about whether an organization's volunteers also volunteered elsewhere, the answer was yes (for at least a portion of their volunteers) 82% of the time. This indicates broad interests on the part of active volunteers, and also shows that people who are already volunteering with an organization may still be very good prospects for volunteering at additional places. In addition, the Independent Sector report on informal volunteering shows that large numbers of people volunteer in informal ways, predominantly because they have not been asked to volunteer formally by non-profit organizations. This represents another major area for involving additional volunteers.

3. Level of Volunteer Involvement

Organizations of all sizes use volunteers to help carry out many different programs and services. The size of the organization, however, does not always correlate to the number of volunteers involved, or to the level of their commitment. For instance, it was interesting to see that, while many large organizations use a greater number of volunteers, some institutions with annual budgets of more than \$10 million use relatively few volunteers. The number of volunteer hours in these institutions ranged from a few hundred to almost 500,000 hours annually. Some large institutions engage fewer than 50 volunteers each year, while others utilize tens of thousands annually. The large number of hours for many of the larger institutions may be a reflection of the fact that they are more likely to have one or more paid volunteer managers, and are therefore in a better position to recruit and sustain a larger volunteer pool.

At the other end of the spectrum, organizations with smaller budgets tend to use fewer volunteers each year. There are exceptions here, too, however, since smaller organizations are more often "volunteer-driven". Some of the organizations with budgets under \$250,000 report several thousand volunteer hours each year.

Comparison of Organization’s Size with Average Volunteer Hours

Budget Size	Number of Organizations	Average Total Hours
More than \$10 Million	17	31,805
\$5-10 Million	2	30,000 **
\$1-5 Million	19	4,240
\$500,000 - \$1 Million	15	3,446
\$250,000 - \$500,000	18	1,591
\$100,000 - \$250,000	7	1,343
Less than \$100,000	12	502

*** Only one of the respondents in this range indicated an average number of hours; this figure does not reflect an average, therefore, but rather the response of one organization.*

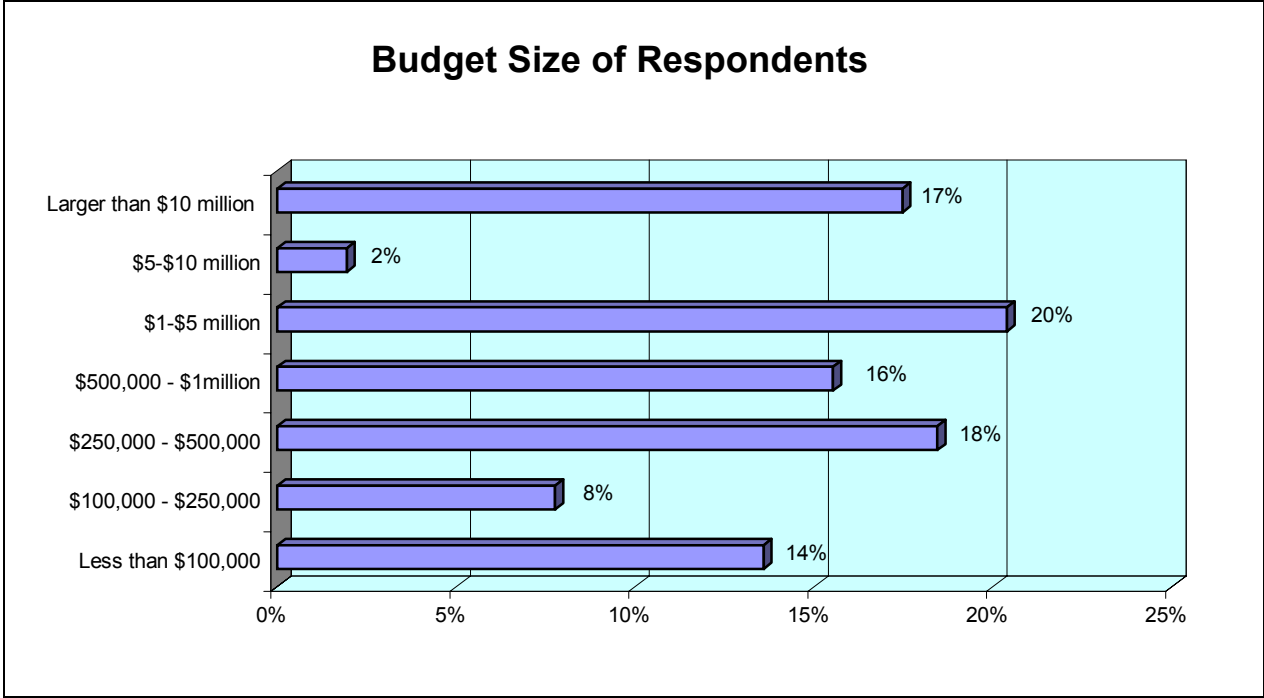
It was clear in the interviews that non-profits use volunteers in a number of different ways over the course of a year. A large institution, such as the Salvation Army, may amass tens of thousands of hours by volunteers providing services on a single-day basis. Or, they may gather a much smaller group of volunteers for a project that can last for days.

There is a greater likelihood among human and social service agencies to use a larger pool of volunteers over a longer time. On the other hand, a cultural organization, while reporting a large budget, may use a relatively small group of volunteers only once or twice a year to manage a fundraising event.

Because of the variety of uses of volunteers within a given agency, along with the substantial difference in volunteer hours reported across the sector, there are few conclusions to be drawn in the area of level of commitment. The variety of uses of volunteers in agencies large and small is testament to the importance of the voluntary service provided at all levels of the sector.

4. Organization Size

Survey respondents were asked to identify the budget size of their organization. The responses indicate a wide variety of size of non-profit. While we do not know how much of any organization’s budget is dedicated to volunteer activities or support, we do have information about the size of the organizations. The following graph shows the stratification among the 103 organizations that responded to the survey.



C. Strengths / Weaknesses

Strengths

Interviewees and survey respondents were asked to identify the single most important reason they had a successful volunteer program. The responses varied, but most frequently cited was that they gave their volunteers a chance to be a part of important work in supporting the mission of the organization. The other key reason many felt that their programs were successful was that their institutions had a commitment to volunteers at its core – that they could not, in fact, carry out their mission without the help of volunteers. In some cases, the program of the organization had been built around volunteers, which was felt to make a big difference in the organization’s ability to value and support those volunteers.

In a large number of instances, respondents said that the support and commitment of the administration and leadership was essential to their success. The other area that came up frequently was that it was important to have dedicated, professional staff assigned to the volunteer program.

Some others said that they provided a lot of valued support or flexibility to volunteers, or that volunteers were made to feel that any time they could give was important to the organization, which made them want to come. Others said that their ability to match volunteer abilities with program needs made for a successful experience, while some indicated that they had found ways to encourage friendships among volunteers and staff, which again made people want to come and volunteer. Respecting and valuing volunteers were themes that came up time after time, along with the expressed understanding that providing meaningful work was important.

Weaknesses

The two main areas in which a majority of respondents felt they needed to do a better job were in recruiting volunteers, and in maintaining frequent contact with them once they begin work with the organization. Within the broad subject of recruitment, volunteer managers felt that they particularly needed to do a better job connecting with corporations who could encourage or facilitate volunteerism on the part of their employees. Others thought that they could do a better job connecting with retirees, and several indicated that they needed to improve at reaching a more diverse base of volunteers.

Once a volunteer is on board, interviewees felt that their inability to spend larger amounts of time with each one weakens the tie between the organization and the volunteer. (Again, they feel that, beyond dedication to the mission of the non-profit, personal relationships are what really make someone willing to keep coming back.) Those interviewed frequently talked about the need to better match volunteers with tasks, and to track volunteer interests in a more comprehensive and consistent way. (Interestingly, most volunteer managers do not use technology to manage information on their volunteers, despite the fact that complex database programs existed in other departments within their organizations. Many simply had the information on sheets, or in their heads.) They also stated a need to communicate better once volunteers are on the job, and to do regular follow-up to ensure that volunteers remain interested and challenged. This was particularly an issue for those organizations that had program staff supervising volunteers, rather than a volunteer manager.

One executive director lamented the lack of time for her staff to be able to really think through how volunteers could be effectively integrated into more areas of the organization. She indicated that they were open to volunteer assistance, but never had time to determine the form that that assistance could take or how it would be supported. Others to some degree echoed this.

The other area where many respondents felt they should be doing a better job was in recognizing the contributions of volunteers. Going along with the sense that they were getting too busy to spend much time with the volunteers, these interviewees felt that volunteers would feel better supported and valued if they were recognized and thanked more frequently.

Among the areas where interviewees felt staff in general supported volunteers well were:

- Thanking them while they are doing their various jobs
- Treating them as a true part of the team
- Creating a good social environment where volunteers want to come, and
- Serving as resources for volunteers.

Where there were problems getting staff to value or support volunteers, some managers had implemented staff training on volunteer management or diversity training. In most instances, staff understood why volunteers were essential to their ability to carry out their work, which created a tremendously supportive environment.

Some organizations are looking carefully at trends affecting volunteer availability and involvement, and are adjusting their approaches accordingly. For instance, many programs have become more flexible in creating jobs for volunteers, reducing a volunteer assignment down to discrete tasks requiring less time, allowing people to work on weekends or in the evenings and moving work off-site to locations more convenient for volunteers.

Others have reviewed volunteer jobs to make sure they are meaningful, in order to draw volunteers who have a strong need to do fulfilling work. Still other programs are designing work around “events”, scheduling large groups at the same time to capitalize on socialization, or timing events to take place around the city at the same time to build on people’s need for affiliation.

Some program directors are reviewing their programs to see where programs could be altered, or new programs developed, to appeal to teen or senior volunteers. One even mentioned that they had spoken with a local group of active volunteers who had expressed interest in doing a particular type of project, and that the organization was looking at whether they could structure a project to fit the needs of the group.

D. Leadership Support and Involvement

The role of the CEO in creating a supportive environment for a volunteer program is considered to be essential by most of those interviewed, as well as for many survey respondents. However, the actual level of involvement of the CEOs in the programs varied tremendously. In some cases, it was clear that the CEO was not at all involved with any volunteers besides the board (with which, conversely, the volunteer managers had virtually no contact), with the possible exception of an occasional appearance at annual events or training sessions. For many of the professional managers in those institutions, it was felt that a more visible presence and level of support from the CEO would result in a stronger volunteer program.

In other instances, the CEO strongly encouraged volunteer involvement, to the point of interacting with volunteers each day, sending personal notes and ensuring that all staff members had something in their job descriptions about supporting and encouraging volunteers. In the programs where the CEO was solidly behind the involvement of volunteers, managers felt that this involvement was of tremendous benefit to their ability to recruit and retain good volunteers, and some felt it was the single most important factor in their success.

It should be noted that the size of the institutions interviewed did, with a couple of exceptions, have some correlation to whether or not the CEO was directly involved with volunteers on a regular basis. In the institutions that had a large number of staff or many different locations, the ability of the CEO to interact with many volunteers was limited. However, it was clear that there is more opportunity for CEOs of larger institutions to communicate their support, even if they don’t see people on a daily basis. In most instances, those organizations that viewed volunteers as unpaid but equal to staff had CEOs that found ways in which to be supportive. Those that viewed volunteers as peripheral to “the real work” tended to have executives who did not view supporting volunteers as being worth their time on an on-going basis.

E. Volunteer Motivation and Recruitment

1. Motivation for Volunteering

In virtually every instance, those interviewed and surveyed indicated that their volunteers gave their time and talents for the following reasons:

- Because they were motivated or impassioned by the mission of the organization or the group of people being helped by the non-profit
- Because they felt a desire to give back to the community
- Because they had been personally touched by the organization, or
- Because they knew they were needed and made a difference.

Other reasons that were quoted by a substantial number of interviewees included volunteers feeling that they were personally connecting with others or volunteering because they wanted the social interaction. Some felt that their volunteers were drawn to work at a particular organization because they were “goal-driven”, or had “Type-A” personalities, needing to do something concrete to make a difference. One volunteer manager said, “People are drawn here because they know I love them, and I love the work – it’s infectious.”

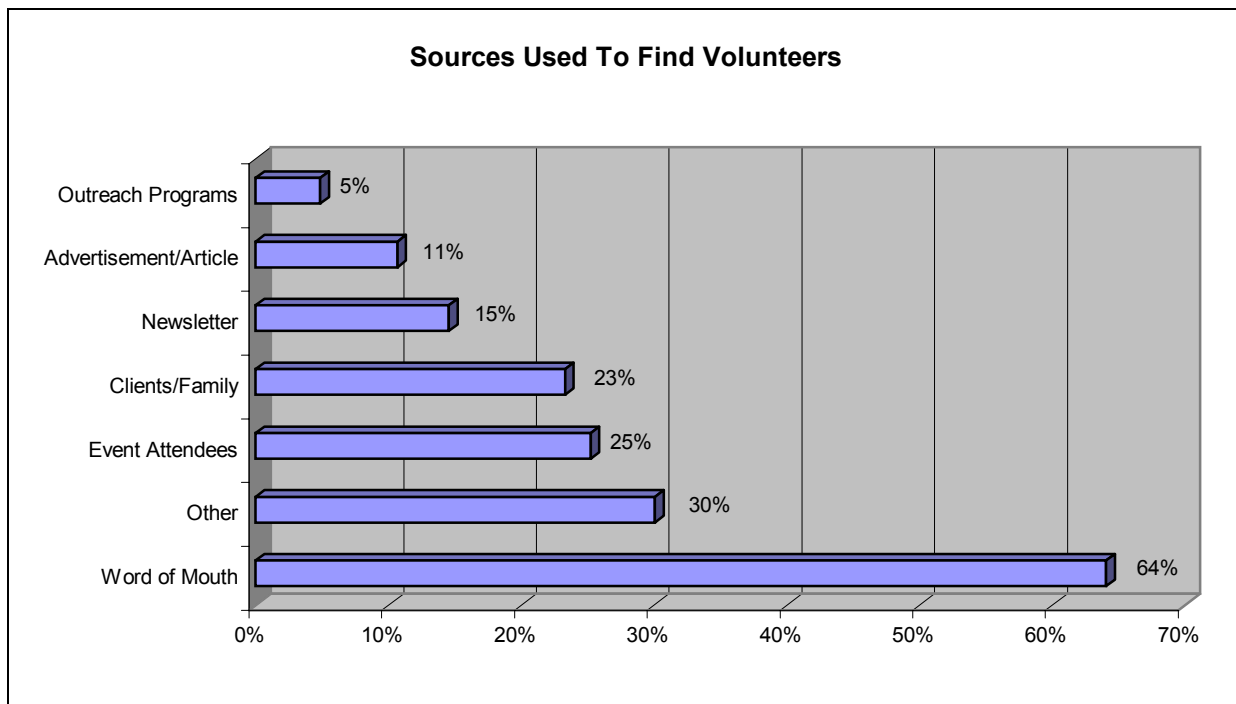
It is interesting to note that almost no one indicated that volunteers came because of a need to be recognized or because of the cachet attached to a particular institution. A couple of institutions said that people came because they had a beautiful place in which to work or because they thought a particular institution would be fun. However, it was clear from further questioning of the managers at these institutions that, unless people had other motivations besides those, retention would be an issue long-term.

Given that the reasons quoted for why volunteers give their time are virtually identical to those given for why people donate to non-profits, it is interesting that organizations do not seem to promote much interaction between the development staff and the volunteer staff. In fact, it would appear from this data that cultivating volunteers and developing relationships with potential donors could be effectively carried out in a more coordinated, or even joint, fashion. Additionally, using means of communication such as newsletters to encourage and underscore the reasons people give and volunteer would result in a strengthening of both programs.

Finally, it would make sense to tie recognition and incentive programs to the reasons volunteers become involved. This means connecting volunteers more directly to the mission, rather than keeping them at arm’s length, and analyzing their motivations for volunteering in order to reinforce their willingness to share their talents. Knowing that individuals all have unique motivations for volunteering, different means of recognizing volunteers could be utilized, tailored to respond to the needs of a specific person, rather than attempting to be “everything to everyone”.

2. Recruitment

Non-profits employ many techniques to search for and cultivate volunteers. Most organizations use more than one method to attract potential help to meet their mission. The survey itemized six possible ways in which volunteers might be solicited. Respondents were asked to check all that applied. We also provided an opportunity for them to list “Other” methods or sources they use. The following graph shows clearly that, among the options we suggested, word of mouth was by far the most often cited as a means of attracting volunteers. This was underscored by the interview results, which included suggestions that existing volunteers be asked to bring their friends to volunteer, as well and is confirmed by Independent Sector reports showing that 52% of volunteers came to a volunteer position because they were asked to by a friend.



Specific sources of volunteers that were suggested as holding particular promise were people with special needs, students needing community service hours and those needing work for the welfare department or to carry out court-ordered service. Other volunteer sources mentioned included students or interns (from junior high school through college), collaborations with other agencies, mailings, and speaking to other groups.

Churches and synagogues are another significant source of volunteers, not just for faith-based organizations, but for all non-profits. This correlates with national data that show that individuals who regularly attend faith services of some sort are much more likely to contribute gifts, and their average gift is also more than twice as large as those who are not regular attendees. In addition, 85% of volunteers with formal programs attend religious services, whereas only 62% of informal volunteers attend. Among volunteers who do both types of volunteering, 87% attend religious services, again showing that members of congregations are more likely to volunteer than those who are not involved with a religious group.

Informal volunteers represent a clear area of potential for formalized programs, although many of the traditional avenues for recruiting, such as speaking to churches, may not reach the appropriate groups of people. It is also critical to make the point that people must be **asked** to help. Specifically, the Independent Sector report shows that only 56% of strictly informal volunteers were asked to volunteer, compared with 77% of formal volunteers or 87% of volunteers who do both kinds of work. “The Ohio Study showed that 68.7% of volunteers do not volunteer additional hours because they were not asked; conversely, 58.1% of non-volunteers said they would volunteer if asked. Finally, in the most recent Independent Sector study, 90% of those asked to volunteer did so, while only 22% of volunteers did so when not asked.

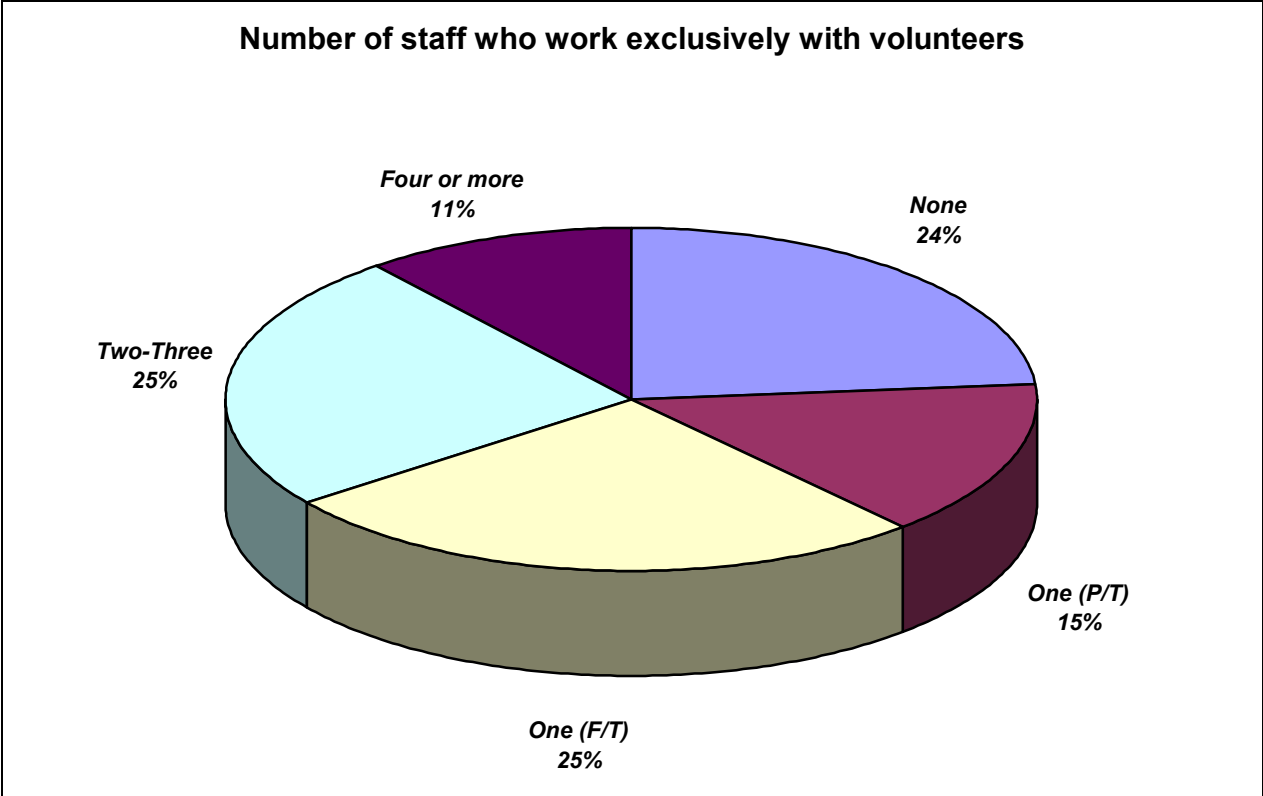
Additionally, those who do both formal and informal work donate more of their time than volunteers who work only in formal settings: 4.7 hours per week for those who do both, compared with 2.5 hours per week for those who volunteer only in formal activities. Finally, according to Independent Sector’s *Giving and Volunteering in the United States 2001*, individuals who were asked to volunteer were much more likely to do so (63%) than those who were not asked (25%). Clearly this is an area worthy of further exploration.

F. Volunteer Program Staffing

The size of an organization’s volunteer corps directly correlates with the available human resources allocated to work with volunteers. Of those institutions that responded to the survey, 24% have no staff specifically working with volunteers. The next 40% of respondents have either one part-time or one full-time staff member responsible for working with volunteers.

All in all, 64% of organizations responding to the survey have no more than a single person dedicated to overseeing their volunteer activities. The remainder (36%) responded that they employ two, three, four or more staff to handle the volunteer activities of the organization.

Although we have little hard data on other staff members within an organization assigned to work with volunteers on a much more part-time basis, it was clear through the interviews that, in some organizations, volunteers are supervised by program staff members, rather than volunteer managers, per se. This is not reflected in the figures shown below.



G. Requirements for Volunteers

1. Time Requirements / Training

Non-profit organizations require different levels of volunteer training, depending on the tasks to be assigned. Some require none at all; others require extensive training. 80% of those interviewed require training of at least one group of volunteers. Only 39% of those surveyed require training of at least one group. However, it appears that a number of organizations offer at least some sort of orientation for new volunteers or board members, although it is not required.

The amount of training required varies, from a luncheon orientation session to 50 hours of initial training plus continuing education work each year. The number of training hours is directly correlated to the kind of job being done by the volunteer and to the number of hours they would then be required to commit to that job. For jobs requiring a great deal of expertise, such as docent, rescue worker or child abuse intervention worker, the level of training required is very high. Consequently, the organization requires a substantial on-going commitment of time, in order to take advantage of that initial investment of time and training.

For positions requiring little or no expertise or commitment of time, such as office worker, meal-delivery driver or fundraising event volunteer, the opposite is true. Little orientation or training is required or needed in order for the volunteer to be relatively effective in the position; therefore, little commitment of time is needed in order to recoup the cost of acquiring the volunteer.

Interestingly, there does seem to be a correlation between the organizations that have the lowest turnover of volunteers and the level of training they require. Those organizations that require a great deal of time and training actually enjoy lower degrees of turnover than those who require fewer hours. While this is counter-intuitive to some degree, given the lack of time most people today feel they have to give to worthy causes, the volunteer managers in these organizations indicated that their lack of turnover was a result of much more targeted recruitment. Those few who finally agreed to come on as volunteers and commit to the extensive training were simply more likely to follow through on their investment of time.

On-going training or continuing education for volunteers was not widely used in the organizations interviewed. Beyond the positions described above that require high levels of annual training in order to be certified or to work in specialized fields, few organizations had formalized annual opportunities for education for their volunteers. A handful said that they were hoping to have more “lunch-and-learn” sessions on topics such as handling stress, or on topics directly related to the work the volunteers do for the organization, such as working with children with learning disabilities. Most, however, said that their focus was just on getting enough people to carry out the work, and that they didn’t have time to worry about providing educational opportunities for their volunteers. Considering the number of organizations that said that adequate staffing for volunteer programs was the real reason behind their success, this is an area many will want to look at in more depth.

A large portion of the organizations interviewed and virtually all organizations surveyed track the time spent by their volunteers, and many indicated that this was a figure they both reported in annual reports and newsletters, and shared with potential funders. The organizations with professional volunteer managers tended to put more emphasis on tracking volunteer involvement and the number of hours donated than executive directors or program managers, who viewed volunteer management as a small portion of their responsibilities. It could be extrapolated to some extent, therefore, that those organizations that view volunteers as an essential resource in their ability to carry out their mission, track the work of those volunteers in the same way that they would staff. Those organizations which view volunteer involvement as a nice perk, rather than a vital part of the work they are trying to accomplish, do not feel that it is important to spend time tracking data such as volunteer hours.

One area where a few organizations are attempting to meet the changing needs of their volunteers is in changing the time and/or location of their orientation and training sessions. One example of this is locating training sessions on-site for corporate volunteers, or doing an orientation session over lunch hour so that people can squeeze it into a workday. Some have moved their daytime training sessions to evenings and weekends, despite the fact that staff does not normally work on those days, so that the vast majority of their volunteers (who work during the week) can attend.

Some organizations have even decided to develop programs at satellite locations where large numbers of potential volunteers are located, such as creating a downtown day care center where workers can volunteer an hour during the day to help tutor children. This novel approach,

which may not apply well to all organizations, is one that may be an enlightened way of thinking about carrying out the mission for certain non-profits. Instead of asking volunteers to come to wherever the non-profit is, and hoping that they can, these cutting-edge programs are taking their mission to where the greatest resource of volunteers is, in order to reduce the number of barriers to volunteering.

2. Confidentiality Issues

Many organizations deal with confidential information, for instance financial or development information, or personal information about clients. When asked whether volunteers had access to confidential information and, if so, how standards of confidentiality were upheld, approximately half of the organizations interviewed said that they did not give volunteers access to that sort of information. About 20% of interviewees said that they had formal confidentiality statements that they required volunteers to sign, that they regularly reinforced the idea that confidential information was not to be discussed or shared, or that they were required to do formal police checks on volunteers because they would be dealing with children. Another 20% either said that they verbally went over the issue of confidentiality with those volunteers for whom it would be applicable, or that they simply trusted their volunteers, only gave access to those volunteers who had been with the organization a long-time, or only involved board members. The remainder either had not considered the issue, or did not have anything in place to deal with it.

H. Structural Supports

Structural supports are the tangible ways in which an organization supports its volunteers, and makes it easier for the volunteers to assist in carrying out the organization's mission. They include job descriptions, performance reviews or appraisals, handbooks, legal forms or applications, time-sheets, newsletters targeted to volunteers, orientation packets and initial interviews, and any other means through which the non-profit can make a volunteer's job easier.

The organizations interviewed and surveyed indicated a wide range of structural supports for their volunteers. Some ran the gamut, from handbooks to performance appraisals. Some had virtually no supports in place for their programs, and others were considering adding various means of supporting their volunteers. Overall, however, volunteer managers or supervisors indicated that it was essential to clearly outline the expectations and responsibilities of a volunteer, whether through a formal, written document or through on-the-job training. They also indicated that frequent feedback and personal support and caring from staff were more essential to the volunteer's ability to successfully contribute than any systemic methods.

1. Budget for Volunteer Programs

68% of those interviewed indicated that they have a budget specifically for support of volunteers and the volunteer program. A handful of others said that they have a line item for volunteer expenses; the remainder had no budget for volunteers. This factor is clearly one of the key indications of an organization's commitment to its volunteers, since budgeting for volunteer staffing, recognition, support materials and other expenses is critical to the organization's ability

to adequately support a solid volunteer program. And, as several of the interviewees pointed out, it also sends a more positive message to volunteers if the organization feels that volunteer work is important enough to warrant dedicated funding.

2. Job Descriptions / Application Processes

75% of organizations interviewed, and 48% of survey respondents, indicated that they have some form of job description in place for volunteers. Interestingly, 64% of survey respondents said they had job descriptions for board members. Most of the volunteer job descriptions were detailed, but a number of organizations indicated that they use brochures with overviews of different job opportunities rather than individual job descriptions. Virtually everyone indicated that, regardless of the means through which the information is shared, it was essential to be clear with a volunteer about the organization's expectations of them.

Almost all those interviewed indicated that they have some system in place to determine a volunteer's skills and interests, so that they can help the volunteer find a good fit within the organization. For some, this is an application; for a handful of others (only 15% of survey respondents, for instance) it is an in-depth interview. Some, however, only use volunteers in limited capacities, and therefore do not see the use in interviewing volunteers when there is only one way in which they will be used. For others, especially volunteer managers in organizations that utilize many volunteers in various jobs, the consensus was that it was imperative to get to know a volunteer, both in order to help place that volunteer in a position where they will be happy, but also so the volunteer will begin to feel personally connected and appreciated. This was described most frequently as being an essential component of a successful volunteer program, as further discussed in other sections of this report.

3. Performance Reviews

Only 10% of those surveyed and interviewed use formal performance reviews, evaluations or appraisals of their volunteers or board members. Several others indicated that they are considering using some form of performance appraisal. However, quite a number indicated that regular review of volunteers' work is done "on-the-job", usually in an informal way by the volunteer's immediate supervisor. A handful indicated that the volunteers tend to police themselves, with peer pressure forming the best "review" of how volunteers are doing in their jobs. This was especially true in the positions that required the highest level of training and time commitment, such as that required of docents or emergency relief workers.

4. Newsletters / Other Informational Communications

Only 40% of those interviewed, and 20% of survey respondents, indicated that they produce a newsletter specifically for volunteers. Interestingly, virtually none of these included board members in that mailing. Several of the volunteer newsletters did not go to all volunteers, however, but were targeted at a specific sub-group of volunteers (again, such as docents). Almost all of those interviewed said that they sent volunteers the organization's regular newsletter, and many included stories about volunteers or accolades or award announcements in

that more broadly disseminated newsletter.

A handful of organizations have begun using broadcast e-mails as a means of communicating with their volunteers, usually targeting those volunteers who have committed to a considerable donation of time and need more frequent communication. No organizations appear to be using a dedicated portion of their web site (accessible through password to volunteers and their managers) to share volunteer-targeted information, provide more frequent personal contact, post assignment listings, or allow for off-site submission of volunteer hours, which more progressive organizations nationally have begun doing. When questioned about this possibility, most indicated that they had never thought about using the web site as a portal for volunteers, and some said that they did not have access to a computer, much less to the internet.

5. Hand-Books / Orientation Materials

80% of those interviewed said they either required or strongly encouraged their volunteers to go through an orientation session or training at some level. These ranged from “on-the-job” training to almost 50 hours of training each year. However, only 47% of those interviewed indicated that they utilize volunteer handbooks or orientation packets. Clearly, many organizations either do not feel that providing volunteers with written materials, even about the organization and its mission, is necessary, or they have simply not thought about the need to share this kind of information with their volunteers. Given the trend toward volunteers wanting more information about the organization and what it accomplishes, this is an area where changes should be considered.

6. Formal Organization of Volunteers

21% of those interviewed and 28% of survey respondents have some sort of formal organization for volunteers, such as an auxiliary or a volunteer council. Many said that there had been such an organization in the past, but that power struggles had made it unwise to continue a separate group. A few had some sort of structure for specific groups of volunteers (usually those with specialized training and assignments), but nothing for all volunteers. In a couple of cases, regular e-mail communication and monthly social events had been substituted for a formal organization.

For those organizations with a formal volunteer structure, about half were represented through an ex-officio position on the non-profit board; only a couple had voting positions. The remainder had no formal connection at all between the volunteer group and the board. Many boards had, in the past, carved out positions for certain client groups, volunteers, etc., but interviewees indicated that the model had moved more toward the “give, get or get off” concept, with board members valued primarily for their resources and contacts. Consequently, the volunteer “slot” had been eliminated. In most instances, however, it was felt that there was adequate crossover, regardless of formal volunteer structure, because many board members also were volunteers.

I. Relationship-Building Efforts

1. Recognition Methods

Of all the ways in which volunteer managers spend their time, recognizing volunteers seems to take the highest priority, even over recruitment. There is a general feeling among those interviewed that, even if volunteers don't seek recognition, it is very important for the organization to show that volunteer contributions are appreciated and valued.

Virtually all of the organizations interviewed recognized volunteers in some fashion, and all of those responding positively thought that recognition was important to at least some of their volunteers. (Many of the interviewees said that formal recognition seemed important to some, but was not important at all to others. Some had no idea whether their volunteers liked to be recognized or not.) An annual recognition event, such as a picnic, lunch or dinner, was the most frequently cited, with 93% of those interviewed and almost half of survey respondents indicating some sort of annual event used primarily for recognition of volunteers. Virtually all of the organizations provided attendance at that event free-of-charge to their volunteers; some invited only those volunteers who had reached a certain minimum number of hours. A few made sure to invite staff members who worked frequently with volunteers, so that they could join in recognizing their "staff".

Other means of recognition ranged from verbal or written thank-yous by staff, to awards for number of hours or special contributions by volunteers, newsletter or website mentions, regional/state/national recognition or recognition through a volunteer's company, plaques or certificates, anniversary cards, bulletin board photos, a week-long celebration during National Volunteer Week, and listing in an annual report or event program.

2. Incentives

Approximately one-third of those volunteer programs reviewed provide gifts or incentives to encourage volunteering. These varied widely, mostly due to the nature of the organization. Specifically, those organizations that sold memberships or tickets, or had paid parking lots or gift shops provided more substantial benefits than organizations that were primarily social service or educational institutions. Many of those interviewed said that they wished they could do more for their volunteers, but that budget was an ever-present issue. Others said that they strongly encourage program or department heads to provide a recognition event or other incentives to the volunteers who work with them, but that they did nothing centrally for all volunteers. Still others provide benefits for some types of volunteers, but not for everyone. Sometimes this depends on the number of hours being given, and sometimes it appears to be an arbitrary selection based on the ways in which volunteers have traditionally been involved. Again, incentives provided to board members were rarely the same as those provided to other types of volunteers, regardless of level of time commitment.

Of those organizations which provide incentives or gifts of some sort, these ranged from pins, mugs, bumper stickers, calendars, t-shirts and name tags to gift store or restaurant gift

certificates, free parking or memberships, and discounts on classes being offered by the organization. Occasionally, if the organization has been given tickets to local events such as baseball games, the opera or the circus, they make these available to their volunteers. Organizations do not generally seem to seek out perks such as these for their volunteers, however, but rather consider them only after they have been donated.

One of the interesting results of the interviews regarding incentives was that, while 100% of interviewees indicated that the main reason volunteers donate their time has to do with the fact that they are motivated by the mission, by a need to give back to the community, or by some similar factor, they nonetheless felt that incentives would be valued by the volunteers, and therefore felt it important to try and provide some sort of incentive if possible. For those organizations that had formally surveyed their volunteers about recognition and incentives, the general response was that volunteers did not feel that they were important.

Another interesting factor that was shared was that a few organizations were very careful to make sure that volunteers were treated the same as staff, including being invited to holiday parties, given parking spaces, etc. On the other hand, almost no one thought about board members when discussing incentives or gifts for volunteers, although one organization said that they had reviewed that very point and were in the process of changing the incentives given to their volunteers so that they would be the same as those given to the board (the board had been getting more incentives, at a higher dollar value, than other kinds of volunteers, despite the fact that some volunteers gave many, many more hours than did the board members.)

Finally, several organizations mentioned that they felt it was critical to provide facilities, or some sort of dedicated space, for volunteers (not all of these organizations had yet been able to do, but they were trying to plan for it in the future). These interviewees indicated that, although the availability of space was always an issue, it sent an important message to volunteers that the organization felt they were important enough to have space set aside so they could relax, meet, store lunches or snacks, share information and socialize.

3. Retention

Most of the organizations interviewed indicated that volunteers stopped working with them because of life changes: retirement, relocation, lifestyle changes, death, graduation, etc. Time constraints, or an unwillingness or inability to meet time requirements of volunteer positions, were the other most frequently mentioned reasons for volunteers leaving. The percentage of turnover varies widely, mostly due to the type of work being done. In instances where college students are used most often, for instance, turnover is high. In other positions, particularly where extensive training and commitment is required before someone can even begin to volunteer, turnover is extremely low, but only a handful of people ever make it through the initial process. Most organizations indicated that their volunteers tend to be very loyal to them, staying as long as they can, and even coming back after additional life changes.

Where volunteers leave because they are unhappy, because the job was not what they thought it would be or because it is boring, or because they become frustrated over the nature of

the work or the fact that they are not used enough, few organizations have any formal means of determining why they have left, or of trying to move them into other positions. Only a couple of organizations use formal exit interviews, although more are instituting them, but several interviewees indicated that they try and follow up whenever possible, even if it is through an informal phone call. Again, where one individual supervises most volunteers, he or she tends to have much more frequent and direct contact with volunteers, and therefore knows when a volunteer is not contented. Those programs with many volunteers and many different supervisors tend to find it more difficult to ascertain why a volunteer leaves, and therefore must implement a more formalized system of follow-up. According to many managers, this is an area where improvements are needed.

4. Other Creative Approaches

Some of the more creative, or successful, approaches in supporting volunteers and in building relationships with them were, in fact some of the simpler approaches. The first, which is by far the most quoted by the professional volunteer managers, is simply getting to know each volunteer and showing them that they are personally valued and liked. In fact, several managers indicated that their greatest frustration was not being able to spend more time with the volunteers, since that was what they enjoyed the most and what seemed to be the best reinforcement for volunteers. It is clear that encouraging a sense of belonging and being truly welcoming are two of the most important priorities shared by managers of these successful programs.

Another priority is related to developing personal relationships with volunteers – recognizing the difficulty many volunteers have in finding time to volunteer, and being as flexible as possible in allowing them to volunteer whenever they can. While most volunteers are asked to tell the organization when they can volunteer and sign up for a specific time, more and more organizations acknowledge the fact that volunteers have huge time commitments in the rest of their lives, and are implementing ways to help volunteers work within those constraints. This level of recognition and respect helps volunteers want to give more of their time to the organization, and helps to build loyal and dedicated volunteers.

Another approach which seems to work well in some organizations is providing volunteer mentors to new volunteers, or pairing a new volunteer with one who has more experience in a particular area. Some organizations have a formalized system of mentoring, in which a new trainee is formally assigned to a volunteer “trainer”; others simply try and match up “buddies”, so that new people will not feel isolated or left out of the social group that already exists.

Interviewees and survey respondents also recognized the importance of sharing with volunteers how their work (regardless of what that work is) helps to carry out the mission of the organization. Frequent thanks and reinforcement of the importance of volunteer efforts was something that was shared by virtually all as being central to the success of their programs. Some said that they make sure that they thank their volunteers at least twice every time they come in to volunteer. One program director said that they send photos with thank-you notes three times a year, in addition to thanking volunteers every time they come in.

Another simple means of building a strong relationship with volunteers is, according to several interviewees, just having someone to whom they know they can go with questions, problems or ideas. For many organizations, this is a professional volunteer manager, who becomes the organization's point person in dealing with volunteers. For others, it is a specific person, such as the education program head or the executive director, who makes it clear that they are there to support the volunteers, and encourages them to come see them if they ever need help. As one interviewee said, "Just knowing that I am here for them has made a big difference. Now they know that, if they have a problem, they have some recourse. Someone will be here for them."

J. Solicitation of Volunteers

1. General Volunteers

Volunteers are not always asked for gifts by the organizations for which they work, despite studies showing that donors who volunteer give more than twice the amount of donors who do not. 66% of those interviewed were sure that their volunteers were regularly solicited by the organization. 28% said that their volunteers were not solicited, and one of the institutions that is most noted for its volunteers indicated that they felt volunteers should not be solicited at all. The remainder did not know whether volunteers were solicited.

2. Board

When asked about whether board members were required to give, and whether there was any specific level required, only 38% indicated that they required their boards to give some gift. However, a great many others said that their board members were "strongly encouraged" to give, and a few said that they were most likely to institute a requirement in the near future. In several instances, the lack of interaction between the volunteer manager and the board became evident here – they had no idea of what was required of their board members, despite the fact that board members are volunteers.

V. Recommendations

A. Organizational Commitment

The most critical recommendation to come from study findings has to do with the overall commitment of the organization to involving volunteers. Specifically, the entire organization has to buy into the program. People need to “live it” in order to make it work and to avoid volunteer-staff tension. Management buy-in, in particular, is essential – the volunteer program must be treated as an essential part of the organization. More specifically, both staff and volunteers must understand and agree that the organization is better able to carry out its mission if volunteers are involved in appropriate ways. Volunteers should be integrated into the entire organization, rather than added on whenever there is “extra” work to be done.

The CEO or Executive Director of your organization must integrate volunteer support into his or her duties. Volunteers must know that they are valued from the top down, and must have regular contact or communication from the CEO, not just once a year at the banquet. This can be a “walk-around” a couple of days a week, or an occasional e-mail from the Executive Director to all volunteers, thanking them and telling them how important they are to the organization. It can be a personally-signed thank-you note sent on the volunteer’s birthday, or special name tags given to each volunteer by the CEO when they join as a volunteer. The point is that there must be a real effort made on the part of the CEO to show volunteers that they are valued, even if it is only weekly or monthly.

Equally important is having a staff member dedicated to the volunteer program, and particularly a paid staff member. It sends an important message that volunteers are a key part of the organization, worthy of investment. It is also important to have the right kind of person managing the program – someone who cares about volunteers, who has the time to listen to them and support them. Reinforcement of a volunteer’s willingness to give of them self is, according to those interviewed and surveyed, best done on a personal level, rather than in some impersonal way. Just as people give to people, people who volunteer do so because they care about others and want to help them – not just those being helped by the organization, but those within the organization. Relationship-building, not just program-building, will make the difference between a mediocre program and one where volunteers really want to contribute.

There needs to be a structure within which the volunteers can function. While the specifics of this vary from organization to organization, it is clear that volunteers need to know what is expected of them, what tools they have to work with, who is there to support them, and why their work is important. As one interviewee said, “Organizing the program is KEY...be flexible, but have a systematic structure in place.” Assign a budget to the volunteer supervisor, and make a comfortable space available for volunteers to work while they are on-site. Make sure that they have the resources they need to do their assignments, and make sure that staff is ready for them when they arrive. Volunteers are there to contribute, and if they feel that their time has not been well utilized, they may not come back.

Given research, such as the Ohio study, that shows that 82.3% of volunteers limit their

volunteer involvement because organizations require too many hours, and 67.1% limit their participation because it requires a long-term commitment, tasks should be reviewed to ensure that they are short-term and finite whenever possible, and that they are meaningful. Consider restructuring your program to allow volunteers to work at odd hours or on weekends, or to provide support at another location, such as doing data entry work from home. Look at what your potential volunteers can do, and then figure out how to make your program needs fit, rather than the other way around.

Consider varying the times and locations of orientation and training sessions, again to allow for more flexibility in involving people of all ages. For instance, many older people can't drive at night, but could participate in a morning training session at the retirement facility in which they reside. Corporate employees could go through an orientation over lunch hour, if it took place where they work. Younger people may only be able to volunteer after school, but that means they are available much of the afternoon when older adults are still at work, and so on.

Other ideas from the interviews and surveys:

- Make it easy to get involved, and have a variety of opportunities available. And, keep people involved and active, or they will leave.
- Training is really critical – let them know what is expected and counter pre-conceived notions, but don't be afraid to let them know that they are now representatives of the organization, and as a result are expected to live up to that.
- You need to have some sort of progression for volunteers within the organization – most people can't keep doing exactly the same thing for years, so you should have something built in to help them grow along with the organization. Also, look at succession planning for some of the key positions, just as you would for staff members. Plan for it.
- Any organization should constantly evaluate the cost-benefit ratio of their volunteer programs. Understand what you are getting for your investment in volunteers, both so you remain committed to them, but also so they understand that they are, indeed, valuable. Volunteers do require funding at some level, but the benefit of investing in this resource is almost always returned many times over, both in terms of unpaid "staff" time for which the organization could never afford, and also in terms of introducing additional skill sets and resources, and diverse points of view.
- Develop a system of "mentoring", or of assigning buddies to new volunteers. This ensures a higher degree of comfort in learning a new environment and new tasks, but also helps to bridge the gap between those who have "been around a long time", and those who don't know anyone and don't know how to "fit in". This can involve volunteers, or staff members, and can continue long after someone has ceased to be "new". Making someone other than the volunteer manager responsible for ensuring that a volunteer is happy, informed and active will result in a shared desire to work together toward that end.

B. Communication

Educating, and continuing to cultivate, volunteers is critical to both recruitment and retention. Communicate more in person, through newsletters, e-mails, “enrichment coffees” with behind-the-scenes tours, etc. Use both personal means (such as pairing up staff members or other volunteers with each volunteer, or just saying “thank you” each day) and technological and systemic means to keep in touch, to make a volunteer feel that they are “at home”, and to keep them informed and knowledgeable about how their work helps to carry out the mission.

Clearly outline your expectations of volunteers, both through such means as job descriptions and in direct, regular contact. Instill a sense of ownership in each volunteer, and take the time to regularly explain the relationship between their help and the organization’s mission. Make sure that the materials you give them in orientation give them a comprehensive view of the organization and what it does – they are now ambassadors for you in the community, and should be well-informed in order to communicate effectively with other potential volunteers and funders.

Train staff to work better with volunteers. Show them the best ways to reinforce a volunteer’s reason for supporting your organization, share with them how important it is to provide meaningful work for volunteers and to show volunteers that they are respected and valued. Help them to find ways to improve communication with volunteers, and to include them as members of the “team”.

Communication must be frequent and thorough – don’t take it for granted that people understand what their work accomplishes – tell them. And keep checking on them to make sure they are satisfied with what they are doing. People change, and sometimes they need to change their volunteer positions, as well. Make sure you are there to know that. Use sophisticated development databases or other technological means to track interests, record volunteer hours, and make communication more personal. One size doesn’t fit all, and with today’s technology, tailoring recognition or communication by area of interest is much easier and more feasible.

Institute a formal system of connecting with volunteers who leave. Once a volunteer decides to stop volunteering with you, find out if there is another area where they would consider working. If they are just leaving because of graduation, or are moving out of the area, ask them how you could make the experience of volunteering there better for others. Or, if there was a problem, analyze if there is anything that can be done to bring the volunteer back, or to keep others from feeling the same way. Involve management in solving challenges, so that they remain committed and informed about the ways volunteers react and the motivations driving volunteers to help.

For on-going volunteers, implement a means of finding out what is meaningful to them, what they need from the organization to do their work better, how they want to be recognized or thanked, and if there are areas where they think the organization could improve relative to supporting volunteers. Again, interactive communication is essential to a good volunteer program.

Other interview or survey comments related to communicating effectively:

- Don't overuse new people or your best volunteers; let a "no" be a no.
- Look at volunteer development as building a "community" – use e-communications, give lots of credit, educate volunteers. Make continuing education part of your on-going program.
- Share with foundations how important your volunteer programs are to you, and how they help you carry out your mission. This will show potential or current funders that you are maximizing your financial resources, and also that there are others who care about your mission enough to volunteer their time. This will result in a greater willingness to consider funding you.

C. Intelligent Recruitment

Understand how hard it is to get good volunteers, and go for a more targeted approach. Think about what you need to have in terms of resources and then look for individuals or groups who have those skills. Rather than following the shotgun approach, which may result in many dissatisfied volunteers and poor results, taking the time to think out which kinds of people would be good, and targeting them, will result in a more dedicated and satisfied group of volunteers. Then, once you have reached that group, work hard at matching people's abilities with the job. Interview each volunteer and take the time to capture as much information as you can on what they like, why they are volunteering with you, what constraints they may have on their time or abilities, and so on. Only then will you be able to place them effectively.

Look at groups which have not been traditionally involved as formal volunteers: teens and young adults (who have enormous energy, time and ideas to share), recent retirees (who have expertise and experience, and who have more time), families who can volunteer together, same-sex couples, grandparents with their grandchildren, students, people required to do public service by the courts, individuals with special needs, newly-arrived immigrants, union members and people of color. However, don't overlook workingmen and women just because they are busy people. According to a study done under the auspices of the Nonprofit Sector Research Fund at the Aspen Institute, for instance, women in the workforce volunteer more than those who do not work. In fact, women who work longer than 40 hours volunteer more than either those working a regular 40-hour week or those who are not employed outside the home. Carefully investigate ties you can build with churches and other religious institutions – most volunteers nationally come from active attendees of religious services. And don't overlook your former clients or members – many times, they want to give back, and can be inspiring volunteers.

Other ideas for improving recruitment:

- Consider collaborating with other organizations to recruit volunteers. Joining forces with other organizations in your neighborhood, or other non-profits which do similar work and would therefore target similar volunteers, will make your recruitment efforts much more cost-effective. You may even get further with corporations, that like to work with larger

groups whenever possible.

- Use volunteer connections to build ties to corporations – both funding and more volunteers will result, and many companies want to know what their employees are doing in the community because it makes them look better, and because they want to recognize their employees.

VI. Appendices

A. List of Interviewees

First Name	Last Name	Title	Organization
Leonard	Koshinski	Regional Donor Relations	American Cancer Society
Aimee	Anderson	Comm. & Vol. Involvement	American Cancer Society
Michael	Mingrone	Dir., Vol. Resource Develop.	American Red Cross
Joanne	Moore	Outreach Director	Animal Friends
Rich	Adams	Executive Director	Audubon Society of Western PA
Mary	Woehrel	Volunteer Coordinator	Audubon Society of Western PA
Roy	Lenhardt	Director of Development	Audubon Society of Western PA
Tess	Riesmeyer	Special Projects Coordinator	Beginning with Books
Walter	Jenkins	Executive Director	Big Brothers/Big Sisters
Sheila	Savits	Manager, Volunteer Program	Carnegie Museums of Pittsburgh
Judy	Gross	Director, Volunteer Programs	Central Blood Bank
Melissa	Protzek	Assistant Program Director	Court Appointed Special Advocates (CASA)
Susy	Robison	Volunteer Director	East End Cooperative Ministry
Pat	Siger	Executive Director	Family House
Michelle	Boucher	Volunteer	Friendship Preservation group
Dutch	McDonald	Chair	Friendship Preservation group
Jim	McCrea	Executive Director	Generations Together
Ivy	Ero	Volunteer Coordinator	Greater Pittsburgh Community Food Bank
Lee	Strayer	Executive Director	Junior Achievement
Ron	Peters	Executive Director	Metro Urban Institute
Sylvester	Pace	Executive Director	Negro Educ. Emergency Drive (NEED)
Molly	Scanlon	Volunteer Coordinator	Phipps Conservatory and Botanical Gardens
Diane	Duursma	Volunteer Services Supervisor	Pittsburgh AIDS Task Force
Kathy	Eller	Supervisor	Pittsburgh AIDS Task Force
Bernice	Martin	Executive Director	Pittsburgh Cares
Maria	Kimbel	Director of Programs	Pittsburgh Council for International Visitors
Gail	Shrott	Executive Director	Pittsburgh Council for International Visitors
Charlie	Humphrey	Executive Director	Pittsburgh Filmmakers
Abby	Pauley	Director, Pgm. & Volunteers	Pittsburgh Parks Conservancy
Stewart	Sharon	Director of Instit. Advance.	Pittsburgh Urban Christian School
Jeanne	Burek	Volunteer Coordinator	Pittsburgh Zoo and Aquarium
Margie	Marks	Curator of Conserv. & Educ.	Pittsburgh Zoo and Aquarium
Maj. Sharon	Gulley	Director of Volunteers	Salvation Army
Lynn	Gutilla	Office Manager	Salvation Army
Janet	McCall	Executive Director	Society for Contemporary Crafts
Kyra	Straussman	Manager, Business Dev.	South Side Local Development Corporation
Colleen	Fedor	Executive Director	SW PA Mentoring Partnership
Phyllis	Weinkle	Administrator	Temple Sinai
Linda	Doman	Executive Director	Vintage

B. List of Recommenders for Interviews

ProArts
The Heinz Endowments
The Pittsburgh Foundation
The McCune Foundation
PNC Private Bank
Dewey and Kaye

C. Questions Asked During Interviews

Questions are directed to a staff member, and ask about their particular volunteer program (as opposed to general program information, or other organizations.)

Program / Program Support

1. Besides your board, what other ways do you involve volunteers? How many active volunteers do you have, and are they regular or sporadic volunteers?
2. Do you have one or more staff members responsible for supporting volunteers, and does that comprise most or all of their responsibilities?
3. Is there a budget for volunteer programs?
4. Do you have job descriptions, performance reviews or other structural supports for volunteers? (If so) How long have you been using them, and are they effective?
5. Do you provide your volunteers with formal training, or require it of them? Do you expect a minimum number of hours per week or month from them?

Supporting Volunteers

6. Do you recognize volunteers and if so, how? How important is that to them?
7. What does your agency do to support volunteers and make them want to come back? If so, do you offer incentives or tokens of appreciation to your volunteers?
8. What do you wish you did better?
9. Is your board active in cultivating and supporting current or potential board members?
10. (If not CEO) What involvement does your CEO/Executive Director have with volunteers, besides the board, and is that important to the success of your program?
11. Are your volunteers organized in any formal way, such as an auxiliary or friends group? How well does that work?

12. If there is a formal group of volunteers at your organization, is that group represented on the board, either formally or informally (e.g., the head of the auxiliary sits on the board)?
13. Are there ways in which your organization's staff members positively support your volunteer program? How?
14. If you have had problems getting staff to consider volunteers as important, or to make them feel like part of the "team", what have you done to improve the situation?

Recruiting and Motivation

15. What is your best source for volunteers, and do you actively recruit? If so, how?
16. What motivates your volunteers to work with you?
17. Do you provide incentives for your volunteers? (free tickets, honorarium, free product, access to VIPs)
18. Do they volunteer elsewhere, as well?
19. Why do you lose volunteers? Do you do exit interviews?
20. Who are your best volunteers (men, women, teens, former clients, retirees, etc.), and do they have anything in common that you can see? (e.g., church-goers, need for recognition, etc.)

Miscellaneous

21. Many organizations use volunteers in positions that involve dealing with confidential information. Do your volunteers have access to confidential information, and if so, what do you do to ensure that they uphold standards of confidentiality?
22. Do you solicit your volunteers for gifts?
23. Do you require your board to give? Any minimum expected level?
24. Are there changing factors affecting volunteerism today?
25. If so, what are you doing to counter them?
26. What would you say is the single most important reason you have a successful program?
27. Is there any information from other organizations that you think is important to share with us relative to building and supporting a solid volunteer program?

D. Survey Instrument

Tropman Fund Survey on Volunteer Programs in Non-Profit Organizations

Please complete both pages of the survey, and either return by mail, or fax to 412-635-0160 (if you fax it back, please do not mail it). Thank you for helping First Side Partners to conduct this important research for the non-profit community.

What is your organization's annual budget?

- \$10 Million or More \$5-10 Million \$1-5 Million \$500,000 - 1 Million
 \$250,000 - \$499,999 \$100,000 - \$249,999 Under \$100,000

Please check all of the ways in which your organization uses volunteers:

- | | |
|--|---|
| <input type="checkbox"/> Board of Directors/Trustees | <input type="checkbox"/> Selling products / gift shop staffing, or similar function |
| <input type="checkbox"/> Advisory Board (non-governance) | <input type="checkbox"/> Docents or Guides |
| <input type="checkbox"/> Office work | <input type="checkbox"/> Mentoring |
| <input type="checkbox"/> Direct program / client work | <input type="checkbox"/> Strategic planning |
| <input type="checkbox"/> Asking for gifts | <input type="checkbox"/> Other |
| <input type="checkbox"/> Working on special events | _____ |
| <input type="checkbox"/> Management support or planning | _____ |

How many active (five or more hours per year) volunteers do you have, including your board?

- 1,000 or more 500 - 999 250 - 499 100 - 249 50 - 99 1-49

How many total hours per year do your volunteers contribute? _____ *Total # of Volunteer Hours*

Do you have staff members responsible for supporting or directing volunteers, and if so, how many full-time equivalent (f.t.e.) employees have that responsibility?

- | | |
|---|---|
| <input type="checkbox"/> 4 or more f.t.e. employees | <input type="checkbox"/> 1 part-time employee |
| <input type="checkbox"/> 2 or 3 f.t.e. employees | <input type="checkbox"/> none |
| <input type="checkbox"/> 1 f.t.e. employee | |

Do you have any of the following in place (check all that apply)?

- | | |
|--|---|
| <input type="checkbox"/> Volunteer job descriptions | <input type="checkbox"/> Formal board orientation program |
| <input type="checkbox"/> Board job descriptions | <input type="checkbox"/> Staff training on how to work with volunteers effectively |
| <input type="checkbox"/> Volunteer / board recognition events or other means | <input type="checkbox"/> Formal 'skills and interests' appraisal process for new volunteers |
| <input type="checkbox"/> Volunteer performance reviews | <input type="checkbox"/> Exit interviews with volunteers leaving the program |
| <input type="checkbox"/> Board performance reviews | |
| <input type="checkbox"/> Formal volunteer orientation program | |

If you require formal training for your volunteers, how many hours of training are required?

- 1-5 hours 5-10 hours 10-20 hours More than 20 hours

Do you have an active volunteer auxiliary or friends group?

- Yes No Not Sure

Which of the following make up a significant portion of your volunteer base (Check all that apply)?

- Adult Men Adult Women Seniors Young Adults (20-40) Teens

Families

Do you find that it is more or less difficult to find and keep volunteers than in past years?

- More difficult Less difficult Same as in past Not sure

How well do your staff members work with and support your volunteers?

- Very well – they view them as colleagues or essential helpers
- Alright – volunteers are accepted, but are only given busy work or menial tasks
- Not well – staff members tend to resent volunteers or do not see why they are necessary
- Mixed – some are welcoming and supportive and some are not
- Very poorly – staff members do not welcome volunteers or value their contributions
- Not applicable – staff members do not interact with volunteers

What do you do to support and recognize your volunteers (check all that apply)?

- Give them items such as mugs, umbrellas or pens
- Produce a newsletter or other communications vehicle for volunteers
- Include them in our regular newsletter and other communications
- Send birthday or holiday cards
- Recognize them at our facility (photo on bulletin board, etc.)
- Annual recognition event
- Other _____

What is your best source of new volunteers?

- Newspaper ad or article
- Formal outside volunteer programs, such as Day of Caring or Make a Difference Day
- Clients or family members of clients
- Event attendees
- Organization's Newsletter
- Word of Mouth
- Other _____

How valuable is your board in supporting your mission and programs?

- Excellent – they are highly supportive
- Ok – but they could be more supportive
- Not very good – we get little support from the board
- Poor – our board provides no support at all
- It is not the board's job to support our mission or programs

What motivates volunteers to work for your organization? (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Belief in mission | <input type="checkbox"/> Desire to do something good for the |
| <input type="checkbox"/> Enjoyable place to volunteer | <input type="checkbox"/> They connect ^{connect} they can fill |
| <input type="checkbox"/> Friends get them involved | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Guilt | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Employer requires it | |

Do you have a program in place to ensure logical succession for volunteer leadership (board chairs, etc.)?

Does your board work as a group of the whole, or do you have an active committee structure?

What would you say is the single most important factor in developing a vibrant volunteer program?

Name & Organization (Optional) _____

VII. Information Sources

In addition to the surveys and interviews outlined in the Methodology section, information for this report was drawn from many different sources. The key sources of information that may be helpful to those seeking additional information are as follows:

Independent Sector Reports:

Giving & Volunteering in the United States, 2001

Giving & Volunteering in the United States, 1999

“A Study of Volunteerism in Ohio Cities and Surrounding Communities”, 1994, developed under the leadership of Professors R. Dale Safrit, Ed.D. and Jeffrey E. King from The Ohio State University, and Kitty Bursu, Executive Director, Governor’s Community Service Commission and Former Director of the Volunteer Center, CALLVAC Services, Inc. in Columbus, Ohio.

The Aspen Institute, Nonprofit Sector Research Fund:

“Women’s Labor Force Participation and Volunteer Work”, John Wilson & Marc Musick

Energize, Inc.

“Organizational Culture and Volunteer Program”, Nora Silver

(Excerpted from “At the Heart: The New Volunteer Challenges to Community Agencies”)

“Transition Strategies for the Volunteer World”, Eva Schindler-Rainman, DSW

“State of the State Survey / Helping Others: A Profile of Michigan Volunteers”, Mark I. Wilson, Ph.D. & Marc E. Tomlinson, published by the Institute for Public Policy & Social Research, Michigan State University.

Pinpointing Affluence: Increasing your share of major donor dollars, Judith Nichols, Ph.D., CFRE, Precept Press, 1994

VIII. Resources

The following web sites are considered by the researchers to be helpful to those seeking information about building their volunteer programs. Many of these sites also include information about professional organizations for volunteer managers, continuing education opportunities, portals for recruiting volunteers and additional resources. These site addresses were valid as of February 1, 2002.

www.mapnp.org/library (an excellent source of non-profit resources, and links to other sites)

www.boardsource.org (formerly the National Center for Non-profit Boards)

www.nccs.urban.org/links.htm (links to many of the best non-profit management sites)

www.afpnet.org (fundraising resources, including involving volunteers in fundraising)

www.pano.org (Pennsylvania non-profit resources and links)

www.umich.edu/~nonprofit/

www.nonprofits.org/NPOFAQ/

www.energizeinc.com

www.genie.org

www.independentsector.org

www.pavolunteer.org (local professional organization for volunteer managers)

www.nonprofitresearch.org

www.arnova.org

www.asdvs.org (American Society of Directors of Volunteer Services)

www.avaintl.org (Association for Volunteer Administration)

www.gosv.state.md.us/pubs/bestprac/sec10.htm

www.idealists.org

www.volunteerconnections.org

www.volunteermatch.org

www.servenet.org

www.americaspromise.org

www.cns.gov

www.pointsoflight.org

www.nonprofitresearch.org

www.philanthropy.org

www.philanthropy.iupui.edu/

IX. Qualifications of Researchers

Two senior partners in the firm, First Side Partners, conducted research on this project: Matthew Dooley and Maryann LaCroix Lindberg, CFRE. First Side Partners is a consulting firm headquartered in Pittsburgh, Pennsylvania, specializing in non-profit management issues. Understanding that the development of a strong volunteer base is a key element in building a strong non-profit organization, serving as the foundation for solid fundraising and governance, First Side Partners has helped many diverse organizations to strengthen their volunteer programs. We have also conducted research in a number of areas related to non-profit management, and are pleased to have had the opportunity to interact, through this project, with so many dedicated third-sector leaders. For more information about First Side Partners, and our work with volunteer programs and non-profits in general, contact us at www.firstsidepartners.com, or phone us at 412-765-2624.

Maryann LaCroix Lindberg, a Certified Fundraising Executive (CFRE), has 25 years experience working with non-profit organizations. Vice President and an owner of First Side Partners, she holds a Bachelor's degree from Bucknell University and an MBA in finance and marketing from The Pennsylvania State University. She specializes in individual major and planned giving, volunteer and board development, strategic planning, plus capital and annual fund raising. Prior to joining First Side Partners, she held senior positions at various institutions, including Penn State, the State University of New York at Buffalo, and Westminster Choir College in Princeton, New Jersey. She has just finished terms as President of the Board of both The Fairhaven Foundation and the Mahoning-Shenango Chapter of AFP, and remains an active volunteer in her community.

Matthew Dooley, Senior Consultant and also an owner of First Side Partners, has more than 20 years experience as a non-profit executive and board member. His expertise includes short and long-range planning, marketing, board development, fundraising and organizational strategy. Recent assignments include the engagements with the Heinz Endowments, WQED-FM, The Morgantown Chamber of Commerce, Travelers Aid International and others in both Boston and Philadelphia. Prior to becoming a consultant, Matthew held executive positions with non-profits including Pittsburgh Opera and Young Audiences of Eastern PA. Education: Emerson College and Longy School of Music in Cambridge; and graduate work in opera performance at Boston University. He continues to be active on non-profit boards in the community.