

Volunteer Recruitment for a Non-Profit Organization: Part 3

Training and Managing Volunteers

The Bonner Community Engagement Curriculum

Overview:

A common problem that exists within the civic engagement framework of most college campuses is that the same individuals accomplish a majority of the service work over time. This workshop is the third session of a three-part training that aims to give strategies and develop service leaders' ability to recruit volunteers for local non-profit organizations. This third session focuses on developing participants' knowledge on the importance of an orientation for new volunteers. They will learn how to utilize stories of impact, and they will design an orientation guide to lead them through the process of implementing a successful welcoming program.

Category:

Community building; recruitment; project planning

Level:

Applicable towards all students who have a desire to engage more people in service, but recommended for more advanced students who are committed to a particular site. Intermediate to Advanced.

Recommended Bonner Sequence:

This training is geared towards 3rd or 4th year Bonners who have committed to a particular service site and are project/site leaders. However, it is appropriate for all Bonners to be introduced to during some point in their four years.

<i>Expectation</i>	<i>Explore</i>	<i>Experience</i>	<i>Example</i>	<i>Expertise</i>
				

Focus or Goals of this Guide:

- Participants will discover the influence of their own Story of Impact, and how it can be utilized to sustain and motivate recruited volunteers.
- Participants will learn about all of the necessary components of orientation and the negative consequences of a volunteer without a successful program.
- Participants will create a specialized orientation guide to implement volunteers at their service site and receive information to create a volunteer manual.

Materials:

- Writing utensils
- Scratch paper
- Projector for the Slideshare Presentation
- Handouts for each participant (4 total, attached)

How to Prepare:

As a facilitator, it is important for you to allow the session to flow organically with a lot of participant input, but ensuring that the main point of each exercise is understood. Prepare your own story of impact to share. Your example will set the tone of the space. Print out scripts for the prepared role-plays, if desired. Prepare the Slideshare presentation and print out handouts for easy access. Invite community partners to attend the session.

Brief Outline:

The focus of these activities is to encourage participants to analyze their own service experience and isolate stories of impact that can be used to motivate and sustain new volunteers. They will do role-play activities to help them understand the importance of orientation, and they will group by service site to create an orientation guide for their non-profit organization with their community partner. By the end of the session, they should have all of the tools to implement the new recruited volunteers.

The one-hour session has the following parts:

- | | |
|---|---------------------------|
| 1) Stories of Impact | suggested time 10 minutes |
| 2) Orientation Matters! | suggested time 20 minutes |
| 3) Design an Orientation Guide | suggested time 20 minutes |
| 4) Introduction to the Volunteer Manual | suggested time 5 minutes |
| 5) Closing | suggested time 5 minutes |

Slide 2: *You have now recruited volunteers for your non-profit organization. In this final session of the volunteer recruitment series, you will create an orientation guide to effectively implement all of the new volunteers.*

Part 1) Stories of Impact

Suggested time: 10 minutes

Slide 3: *Stories of Impact are testimonials to the reason why you serve. They generally describe a specific event or interaction that has particular significance to you. Sharing them with recruited volunteers demonstrates that your non-profit is a place that facilitates impact in the community and in the lives of others. They compound upon the idea that you are serving **with** the community rather than **for** them. It is a story of collaboration for change and justice. Stories of Impact have the potential to motivate and sustain new volunteers when used during orientation at a non-profit organization.*

(5 minutes)

Think through your service experience and focus on an event or interaction that had particular significance to you. This can be a moment of clarity about the population you are serving, a conversation you had with a community partner, or a tumultuous event that made you question yourself. Consider these prompts, or use the Bonner Reflection Cards (if possible):

Describe a time when your service work has surprised you.

Discuss a person who has influenced you in some way throughout your service.

Describe a time when you realized why you serve.

Articulate something you have learned through your service.

Once you choose your meaningful moment, create a piece to communicate this Story of Impact. You may choose to represent it through storytelling, poetry, music, symbols, photographs, etc.

- The facilitator should have a sample Story of Impact to share.
- There is also a sample Story of Impact on the Slideshare presentation.

(5 minutes)

Once everyone is finished, place participants into small groups of three or four to share their Story of Impact.

Part 2) Orientation Matters!

Suggested time: 20 minutes

(5 minutes)

Slide 4: *What do you think makes a successful orientation, based on your experiences?*

- Allow the students time to brainstorm and contribute their feedback to necessary orientation components. Write their answers on a large sheet of paper or on a whiteboard.
- Hand out the “Orientation Checklist” handout. Encourage the students to write down any additional orientation components brainstormed onto the bottom of the page.

These are the general components that are necessary for a successful orientation program. This is simply a preliminary list that has flexible guidelines and is easily tailored to be site-specific. You will be creating an orientation guide later in the session that specifies this list for your organization.

There are four main reasons why orientation is necessary. Each of the checklist components corresponds to one or more of these reasons and are coded as such. Each of these reasons demonstrates why orientation makes a difference for new volunteers.

(15 minutes)

This part of the session relies on facilitator-led role-play. It is designed in four small parts, one for each reason that orientation is important. Each reason is bolded, and under the reason lists a script or directions for an unscripted role-play. After the skit, there is a statement that can be read, which explains the reason and how it is effective for new volunteers. This portion of the session can easily be adapted for your time limit and level of participants. Feel free to make the examples silly and fun. Just be sure to convey the message of the four reasons clearly.

- **Slide 5: Orientation imparts knowledge.**
 - Have two helpers follow this script:
 - *Helper 1:* Where do you volunteer?
 - *Helper 2:* I volunteer at the Kids Club!
 - *Helper 1:* What do you do there?
 - *Helper 2:* I mentor and tutor middle schoolers. I help them with homework and we facilitate team-building activities.
 - *Helper 1:* Awesome! I’m in an after-school program that sounds similar. How is it different than other programs?
 - *Helper 2:* I’m not really sure... I think The Kids Club specializes in middle-schoolers only.
 - *Helper 1:* Do you know why?
 - *Helper 2:* I can ask next time I go.
 - *Helper 1:* Okay. Are there other branches in other cities too?
 - *Helper 1:* I’ll get back to you on that one.
 - *The orientation program provides new volunteers with knowledge about the organization’s mission and goals. It gives the volunteers context for their work, and it gives them the necessary information to share with others. Without orientation, volunteers are not well informed, which detracts from their service experience and their utility as a volunteer.*
- **Slide 6: Orientation increases volunteer confidence.**

- **(Option 1 – time efficient)** Read this example:
 - *A second grade teacher, Corella, signs up to help collect donations for a local community task force a bit hesitantly, as she is not used to asking for donations. However, after the orientation session, she understands that the donations she will be collecting will help make sure some local children will have enough clothes to keep them warm in the winter months ahead. After understanding the goal and her part in it, she sets aside some of her usual reserve, and becomes an excellent champion for the cause.*
- **(Option 2 – more time consuming but more interactive)** Ask for two groups of three from the participant audience. Assign one group to act out a scenario of volunteer confidence without orientation and the other group with orientation. These can be silly; just be sure to emphasize the main point of the exercise.
- *An orientation program can make future volunteers more comfortable and confident in their work by giving them the necessary information about the purpose of the agency and its larger mission. Context gives the volunteer more confidence in his or her work.*
- **Slide 7: Orientation avoids future problems.**
 - Have students act out the following two scenarios:
 - *A volunteer has been late to her service several days in a row.*
 - Without orientation
 - Site supervisor: I noticed that you have been late several days this week. Is there a reason that this is the case?
 - Volunteer: I'm sorry, I've been having some personal issues this week.
 - Site supervisor: You can always talk to me about it. Your well being always comes first at The Kids Club.
 - Volunteer: I didn't think it was professional to talk to you about it, so I just tried continue my work, but that has been really difficult. I'm sorry.
 - Site supervisor: Please don't apologize. We should have told you our policy from the beginning. If you have any concerns or issues, just speak with me and we can figure it out. Take as much time as you need this week. We'll find someone to cover you.
 - With orientation
 - Site supervisor: Are you feeling any better? I got your emails, but I wanted to make sure to check in personally with you.
 - Volunteer: Yes, I'm feeling better. Thank you for being so understanding about this. I found a replacement for the next week while I figure everything out.
 - Site supervisor: You know you can always talk to me. I hope everything works out, and thank you for finding a replacement. Let me know what else we can do to help you.

- Volunteer: I appreciate it.
 - *Orientation covers important information that creates a mutual understanding about procedure, policy, and general practice between a community partner and a volunteer. Providing this knowledge from the beginning saves time and energy that would be spent on questions, misunderstandings, and misconceptions.*
- **Slide 8: Orientation builds community.**
 - Ask for two groups of three from the participant audience. Assign one group to act out a scenario of volunteer enthusiasm without orientation and the other group with orientation. These can be silly; just be sure to emphasize the main point of the exercise.
 - *Orientation is crucial in maintaining the motivation and enthusiasm that caused people to volunteer with the organization in the first place. It affirms that the work of volunteers is worthwhile because they are exposed to other individuals working towards the same goal. Orientation promotes a sense of community within the organization between faculty, staff, old and new volunteers.*

Part 3) Design an Orientation Guide

Suggested time: 20 minutes

Slide 9-10: Hand out the “Orientation Guide” worksheets to all participants. Split the group into primary service sites and ask them to use the “Orientation Checklist” handout to complete the worksheet with their community partner. If a community partner is not present, emphasize that it is necessary to relay participants’ orientation guides and information with their community partner. This is the part of the session where participants should integrate their stories of impact (or others’) into their orientation guide.

- There are sample orientation guides on the Slideshare presentation.

Part 4) Introduction to the Volunteer Manual

Suggested time: 5 minutes

Slide 11: *An additional component to an effective orientation comes in the form of a volunteer manual. This is a compilation of the most important documents for new volunteers to keep as a reference for their time at your organization. It is a necessary component to sustain long-term volunteers. Though there is not enough time in this session to develop a full volunteer manual for your non-profit organization, there is a handout including all of the basic components of a volunteer manual that may be used as a preliminary guide.*

Pass out the “Developing a Volunteer Manual” handout to all participants.

Part 5) Closing

Suggested time: 5 minutes

Slide 12: Thank you for your time and participation in the three-part Volunteer Recruitment series. Feel free to ask any questions or for help on implementing an orientation program at your non-profit organization. Congratulations, and be sure to share your new knowledge with your community and campus!

Handouts and Presentations

- *Orientation Matters! Scripts* – Facilitation (page 8)
- *Orientation Guide* – Handout (page 9-10)
- *Orientation Checklist* – Handout (page 11)
- *Developing a Volunteer Manual* – Handout (page 12)
- *Volunteer Recruitment for a Non-Profit Organization: Part 3 – Implementation of Volunteers* – Presentation (page 13-15)

https://www.slideshare.net/slideshow/embed_code/key/2w0e7HuFBy0X8b

- On the presentation notes, there are suggested talking points for each slide. The notes in italics represent text that can be spoken aloud to the audience. The notes in print are just points for the facilitator to keep in mind. There is also room for the facilitator to write his or her own notes.

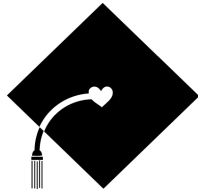
Additional Resources

<https://www.serviceleader.org/sites/default/files/file/VolunteerHandbookTemplate2.pdf>

This is a document that describes each component of the volunteer handbook in detail. It includes examples from other non-profit organizations for each section.

Games, Games, Games – Bonner Curriculum Training Guide

This trainer guide includes 36 different icebreaker ideas that can be useful when planning orientation. It includes directions, recommended settings, and target audiences.



Orientation Matters! **Scripts**

Volunteer Recruitment for a Non-Profit Organization: Part 3 *Implementation of Volunteers*

Orientation builds knowledge.

Helper 1: Where do you volunteer?

Helper 2: I volunteer at the Kids Club!

Helper 1: What do you do there?

Helper 2: I mentor and tutor middle schoolers. I help them with homework and we facilitate team-building activities.

Helper 1: Awesome! I'm in an after-school program that sounds similar. How is it different than other programs?

Helper 2: I'm not really sure... I think The Kids Club specializes in middle-schoolers only.

Helper 1: Do you know why?

Helper 2: I can ask next time I go.

Helper 1: Okay. Are there other branches in other cities too?

Helper 1: I'll get back to you on that one.

Without orientation

Site supervisor: I noticed that you have been late several days this week. Is there a reason that this is the case?

Volunteer: I'm sorry, I've been having some personal issues this week.

Site supervisor: You can always talk to me about it. Your well being always comes first at The Kids Club.

Volunteer: I didn't think it was professional to talk to you about it, so I just tried continue my work, but that has been really difficult. I'm sorry.

Site supervisor: Please don't apologize. We should have told you our policy from the beginning. If you have any concerns or issues, just speak with me and we can figure it out. Take as much time as you need this week. We'll find someone to cover you.

With orientation

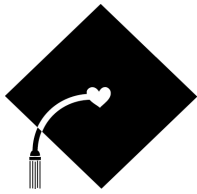
Site supervisor: Are you feeling any better? I got your emails, but I wanted to make sure to check in personally with you.

Volunteer: Yes, I'm feeling better. Thank you for being so understanding about this. I found a replacement for the next week while I figure everything out.

Site supervisor: You know you can always talk to me. I hope everything works out, and thank you for finding a replacement. Let me know what else we can do to help you.

Volunteer: I appreciate it.

Orientation prevents future problems.



Orientation **Guide**

Volunteer Recruitment for a Non-Profit Organization: Part 3 *Implementation of Volunteers*

Under each of these headings, write ideas about how your site orientation will fulfill each of these requirements. Keep the checklist components in mind, but remember that they are simply guidelines. Customize your orientation in a manner that best suits your organization.

Building Knowledge

.....

Increasing Confidence

.....

Avoiding Problems

.....

Creating Community

Based on your timeline, plan out your orientation schedule appropriately. There is room to design the crucial first hour with new volunteers, as well as daily benchmarks for the first week.

The First HOUR

Questions to consider:

- Where will orientation be held?
- Who will be responsible?
- What material should be covered?
- Which checklist components are most necessary?
- Which reasons are most paramount?
- How many people should experience orientation at once?

The First WEEK

For each day, write out the date and the specific checklist components that will be completed. Be specific and include a name for the person responsible for the action. This is a preliminary plan with flexible guidelines.

Day 1

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Day 2

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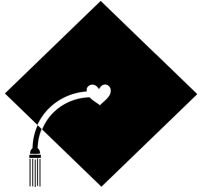
Day 3

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Day 4

.....

Day 5



Orientation Checklist

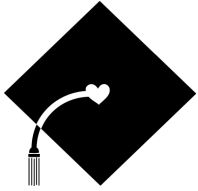
Volunteer Recruitment for a Non-Profit Organization: Part 3 *Implementation of Volunteers*

Orientation should include at least the following components:

Legend	
★	Knowledge
●	Confidence
■	Future Problems
▲	Community

- Stories of Impact.▲
- FUN! Icebreakers, activities, and games that build bonds and increase engagement.▲
- A description of the organization's programs, the community served, and relationship between the organization and community.★●
- The structure of the organization, including an introduction to key staff members and an explanation of their roles.★
- A brief history of the organization: mission, goals, purpose.★●▲
- An explanation of policies, rules, and procedures.★■
- The expectations of volunteers and an overview of their role in the organization.★●
- The volunteer evaluation and performance review system.★■
- Volunteer benefits. These may be tangible (e.g. free gym membership) or abstract (e.g. professional development) benefits.★
- Emergency procedures (e.g. storm protocol, first aid, fire escape, etc.)★
- A tour of the facilities.★
- The volunteer training schedule.★

Other components to include:



Developing a **Volunteer Manual**

Volunteer Recruitment for a Non-Profit Organization: Part 3 *Implementation of Volunteers*

A Volunteer Manual serves **three** major purposes:

- Relaying necessary knowledge about the organization
 - Establishing clear expectations of the volunteers
 - Emphasizing the importance of volunteers to the organization.
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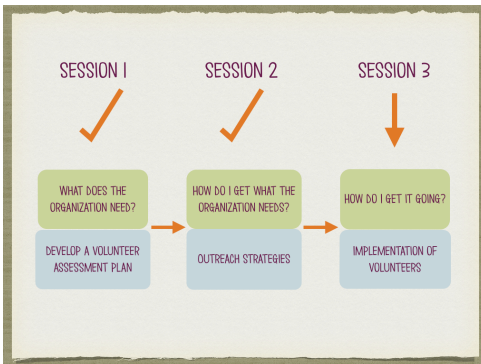
Components of a Volunteer Manual

- I. Welcome**
 - Welcome to the organization
 - Thank you to the volunteer
- II. Table of Contents**
- III. Purpose of the Handbook**
- IV. Organizational Information**
 - History/Background
 - Mission
 - Values
- V. Volunteer Information**
 - Mission for volunteer involvement
 - Organization expectations for volunteers
 - What volunteers can expect from the organization
- VI. Nuts and Bolts**
 - Performance feedback
 - Codes of conduct
 - Dress code
 - Photo releases
 - Attendance policy (etc.)
- VII. Organizational Practical Information**
 - Commonly used jargon
 - Staff and volunteer directory
 - Contact information
 - Frequently asked questions (etc.)
- VIII. Volunteer Agreement**
- IX. Notes**

Adapted from Service Leader:

<https://www.serviceleader.org/sites/default/files/file/VolunteerHandbookTemplate2.pdf>

Presentation Notes



You have now recruited volunteers for your non-profit organization. In this final session of the volunteer recruitment series, you will create an orientation guide to effectively implement all of the new volunteers.

Share your
STORY OF IMPACT

Think through your service experience and focus on an event or interaction that had particular significance to you.

<https://youtu.be/sAQfzHBpRsc>

Describe a time when your service work has surprised you.
Discuss a person who has influenced you in some way throughout your service.
Describe a time when you realized why you serve.
Articulate something you have learned through your service.

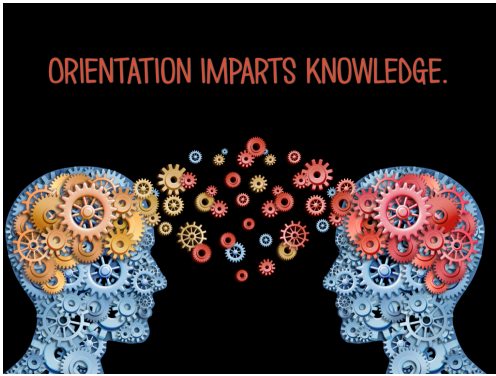
Directions to the icebreaker: Story of Impact. There is also a link to a great Ted talk by a volunteer firefighter sharing his story of impact and what he learned from his experience. It is a great example but can be omitted for time purposes if necessary.

WHAT MAKES A SUCCESSFUL ORIENTATION?

WHY IS ORIENTATION NECESSARY?

The slide features a photograph of a diverse group of people standing in a circle on a grassy field, engaged in conversation. The text 'WHAT MAKES A SUCCESSFUL ORIENTATION?' is at the top, and 'WHY IS ORIENTATION NECESSARY?' is at the bottom.

To go along with the participant brainstorm and transition into Part 2.



The orientation program provides new volunteers with knowledge about the organization's mission and goals. It gives the volunteers context for their work, and it gives them the necessary information to share with others. Without orientation, volunteers are not well informed, which detracts from their service experience and their utility as a volunteer.



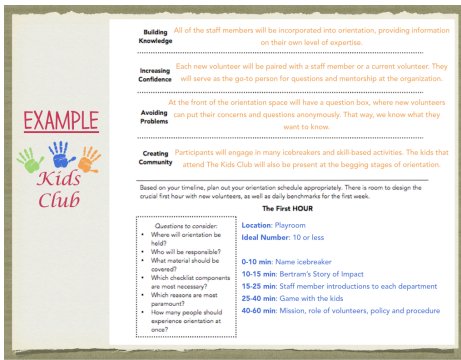
An orientation program can make future volunteers more comfortable and confident in their work by giving them the necessary information about the purpose of the agency and its larger mission. Context gives the volunteer more confidence in his or her work.



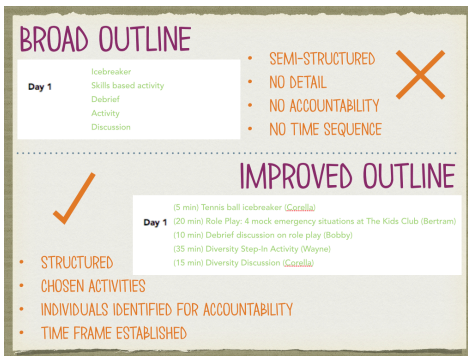
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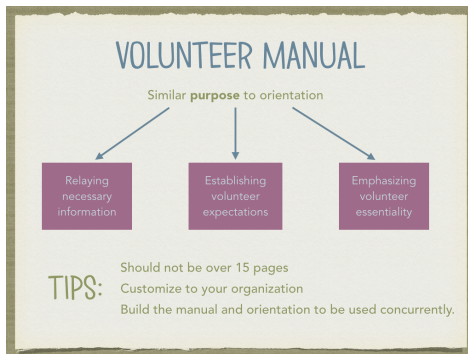
Orientation is crucial in maintaining the motivation and enthusiasm that caused people to volunteer with the organization in the first place. It affirms that the work of volunteers is worthwhile because they are exposed to other individuals working towards the same goal. Orientation promotes a sense of community within the organization between faculty, staff, old and new volunteers.



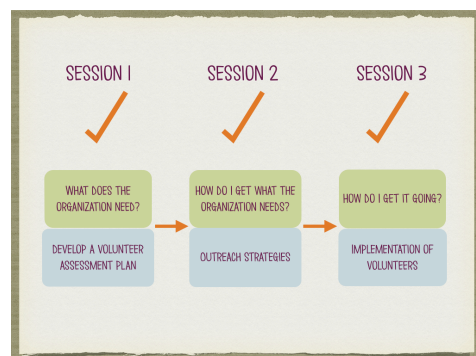
This is an example of a sample orientation guide for The Kids Club. Notice that the first part is more about your overarching goals of orientation, and the first hour more detailed. This guide was left predominantly open-ended because orientation is meant to be tailored to the organization.



An example of filling out the orientation guide too broadly, and an example of an effective use of the guide.



An additional component to an effective orientation comes in the form of a volunteer manual. This is a compilation of the most important documents for new volunteers to keep as a reference for their time at your organization. It is a necessary component to sustain long-term volunteers. Though there is not enough time in this session to develop a full volunteer manual for your non-profit organization, there is a handout including all of the basic components of a volunteer manual that may be used as a preliminary guide.



Thank you for your time and participation in the three-part Volunteer Recruitment series. Feel free to ask any questions or for help on implementing an orientation program at your non-profit organization. Congratulations, and be sure to share your new knowledge with your community and campus!