

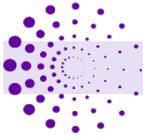


# Positioning Your Program For Success Handouts

## **Volunteer Impact Leadership Training Series**

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# POSITIONING YOUR PROGRAM FOR SUCCESS

## Guide to Handouts

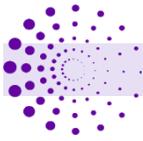


- H-1: Learning Objectives and Key Concepts
- H-2: Worksheet: Positioning Your Program for Success
- H-3: How to Become a Leader in Your Organization
- H-4: Strategies for Using Language and Information
- H-5: Tools to Build Credibility for the Volunteer Program
- H-6: The Case for Volunteer Management
- H-7: Developing A Case Statement
- H-8: Suggested Reading Resources

## Attachments to Handouts

- Attachment A: Developing Your Leadership Capabilities
- Attachment B: Strategies for Using Language and Information
- Attachment C: Example Tool – Self Evaluation
- Attachment D: Example Tool – Self Evaluation of Management Skills
- Attachment E: Example Tool – Internal Audit
- Attachment F: Example Tool – Volunteer Philosophy Statement
- Attachment G: Example Tool – Visioning for Program Success
- Attachment H: Mission Impossible

All of the information from the PowerPoint presentation is included in the handouts.  
To follow the handouts with the PowerPoint slides,  
note the handout number in the lower right corner of the PowerPoint (“Handout 1” etc.).



## **Handout 1 Learning Objectives and Key Concepts**

Successfully positioning your program for success involves:

- Drawing from the fields of:
  - Leadership development
  - Communications
  - Nonprofit management
- Learning how to advocate for your program

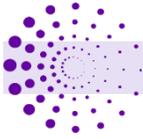
### **Learning Objectives**

Upon completion of this module, participants will be able to:

1. Assess the program and your professional skills in terms of Best Practices as a baseline for credibility and professionalism.
2. Identify communication tools that can be proactive for positioning your program.
3. Understand the function of “internal networking” and build a proactive leadership framework.
4. Be aware of key messages to use to advocate with decision makers on the importance of investing in volunteers.

### **Key Concepts**

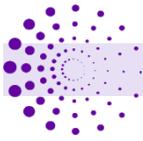
1. Building personal leadership skills will allow you to function as an internal networker and increase the perception of your value and that of your program to the organization.
2. Communication is an important tool for building credibility for you and the program.
3. There are tools that you can use that will make the volunteer program highly respected and valued within your organization.
4. Knowing how to develop a case statement for the volunteer program and knowing the key messages to advocate with decision makers, can lead to increased resources for the volunteer program.



**Handout 2  
Work Sheet**

**Positioning Your Program for Success**

<b>Goal – a step to take to be a more influential leader in your organization</b>
<b>Goal – on making communication regarding volunteerism more powerful:</b>
<b>Goal – to try one of the six tools</b>
<b>What value do volunteers bring to your organization?</b>
<b>I would like:</b>  <b>To know:</b>
<b>Case Statement to advocate:</b>



## Handout 3 How to Become a Leader in Your Organization

### Key Concept #1

Building personal leadership skills will allow you to function as an internal networker and increase the perception of your value and that of your program to the organization.

#### Leadership

- The process that helps direct and mobilize people and / or their ideas.

#### Management

- The means to assist a complex organization to achieve consistent results.

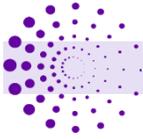
#### Leadership responsibilities:

- Set Direction
- Encourage others to share that agenda
- Inspire others to help accomplish it

**Internal Networkers:** “seed carriers” of the new culture, who can move freely about the organization to find those who are predisposed to bringing about change, help out in organizational experiments, and aid the diffusion of new learning.

**Peter Senge, Leading Learning Organizations**

See additional information on leadership development in Attachment A.



## **Handout 4 Strategies for Using Language and Information**

### **Key Concept #2**

Communication is an important tool for building credibility for you and the program.

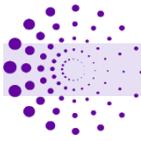
### **Power of Language**

Using the right language can be an important tool in creating a different perception for what you and your volunteers are doing.

Strategies to align your language with that of other leaders and decision makers within your organization make it possible for them to view you and your program as vital to that organization.

1. Listen to those in decision making positions and use their terms to express ideas and thoughts.
2. Communicate in terms of strategies that express a forward-thinking vision and new solutions.
3. Carefully align volunteerism with the organization's overall mission.
4. Become educated on what's happening, on issues in volunteerism and on what the critical issues are for your organization's sector.

See additional tips on use of language in Attachment B.



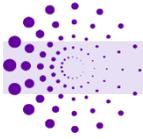
## Handout 5 Tools to Build Credibility of the Volunteer Program

*By using a variety of management tools, you can build the quality of the volunteer program, making it highly respected and valued within the organization*

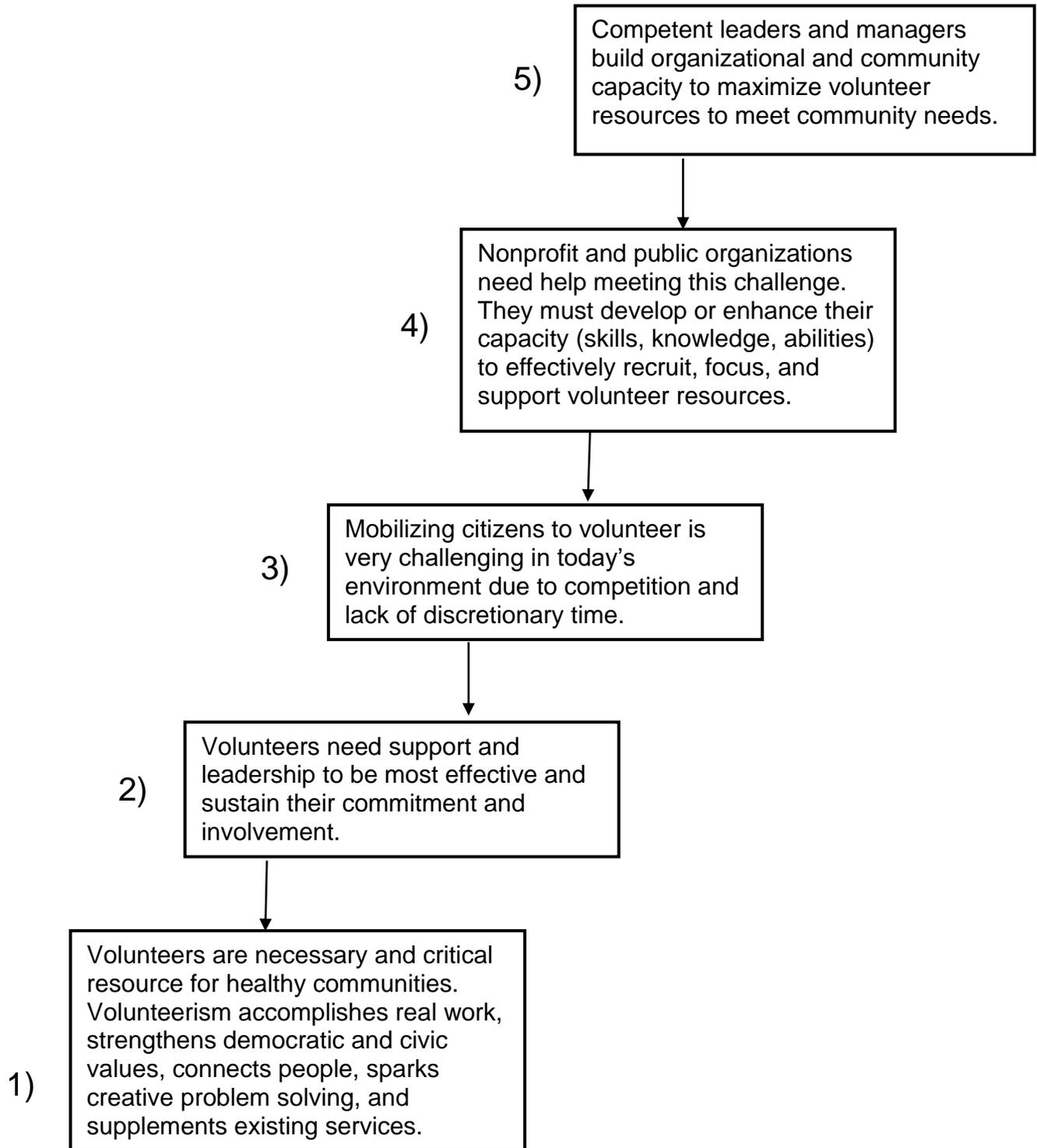
### Key Concept #3

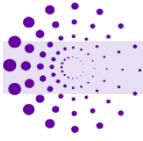
There are tools that you can use that will make the volunteer program highly respected and valued within your organization

- 1. Do a self-assessment of your program and your own professional skills** to establish credibility and professionalism. You and your program need to be perceived as high quality.
  - See Attachment C for an example of a self assessment of a volunteer program against best practices.
  - Assess your own skills and seek the training you need. Your level of professionalism and competence affects your credibility and how you are perceived internally.
- 2. Make sure essential policies are in place** as another means to establish the volunteer program's quality. Key policies include:
  - Conflict of interest
  - Confidentiality
  - Right of Refusal
  - Dismissal and Grievance
  - Discrimination and Multiculturalism
  - Use of Clients as Volunteers
  - Volunteer / Client Relationships
  - Screening
  - Risk Management
- 3. Conduct an internal audit** to determine how the volunteer program is valued by organizational leaders, staff. An internal audit establishes a baseline from which to evaluate the need for change, and can give you valuable information about where there is consensus about the values and beliefs regarding volunteers. See Attachment E for an example of an internal audit.
- 4. Develop a written Volunteer Philosophy Statement** to positively guide the organization's involvement of volunteers. This statement sets a values-based framework within which all volunteering in the organization will be built. See Attachment F for sample philosophy statements.
- 5. Be involved in strategic planning and make sure the organization has a vision for the role of volunteers**
  - Develop a vision for future involvement of volunteers – as part of the agency's vision statement, or by doing visioning within the volunteer program. See Attachment G for how to develop a vision. Seek involvement in the organization's strategic planning process to ensure the volunteer program is fully included in the plan.
  - Keep in mind that the closer the volunteer program is tied to the agency's mission, the better it will be positioned in the organization.
- 6. Use a variety of impact and outcome measurement tools** to provide credibility for you and your programs. See that data on the volunteer program is included in the annual report, grant reports, in grant requests and in reports to the Board of Directors and anecdotal reports are **included in newsletters and publications.**



### Handout 6 The Case for Volunteer Management





## Handout 7 Developing a Case Statement

### Key Concept #4

Knowing how to develop a case statement for the volunteer program and knowing the key messages to advocate with decision makers can lead to increased resources for the volunteer program.

### Developing a Case Statement

- Clearly state what needs to change
- Create a sense of urgency on what needs to change
- Give supporting reasons for the change
- Create the future vision

### Example Case Statement

Who: Executive Director

You want to know what: Need to broaden and expand roles for volunteers

“I would like to talk to you about some exciting ideas on how we can increase the impact of volunteers on our mission. I did a self-assessment of our volunteer program at a workshop that was offered by the Minnesota Association for Volunteer Administration. While our volunteer program is overall strong, the assessment indicated that we need to update the positions we offer to volunteers to better meet the interests of today’s volunteer workforce.

Volunteers bring value to our agency through the services they provide and how they connect our agency to the community. Volunteers contribute 5,000 volunteer hours a year with a value, based on data from the Independent Sector, of over \$140,000 per year. However, volunteers are not the same as 20 years ago. There are generational changes in who is volunteering and what volunteers want to do. We are not keeping up with these changes. Our limited roles for volunteers limit who will volunteer here. If we broaden and expand the roles for volunteers, we will be able to catch the interest of a broader range of volunteers and increase the impact of volunteers on our mission. I would like meet with you about including this in our strategic plan.”

### When Advocating with Funders, Board Members, Executive Directors, Department Heads

Think about:

- Message that will appeal
- How to tap their motivation
- Powerful language

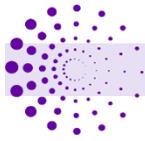
### Service Enterprise

For the next level work on positioning your volunteer program for success, apply for Service Enterprise. Though a joint MAVA and HandsOn Twin Cities initiative you will have access to:

- A research-based assessment of existing organizational volunteer engagement practices
- Up to 10 hours of team-based change management training
- Individualized coaching to address unique organizational opportunities and challenges.
- National certification signifying the organization’s commitment to and proficiency in appropriately leveraging the time and skills of volunteers to meet the social mission of the organization.

For more information see the MAVA website at: <http://www.mavanetwork.org/serviceenterprise>





## Handout 8 Resources

### Websites

For ideas on making the case for quality volunteer management, see the Leighty Foundation's work on the rationale for investing in volunteer engagement

<http://www.leightyfoundation.org/volunteer-engagement/invest-volunteer-engagement/>

For a list of nonprofit leadership development programs in Minnesota, see

<https://www.minnesotanonprofits.org/resources-tools/resources-detail/leadership-development-programs>

For resources on leadership development, see

[https://www.mindtools.com/pages/main/newMN\\_LDR.htm](https://www.mindtools.com/pages/main/newMN_LDR.htm)

### Articles

"A Guide to Investing in Volunteer Resources Management: Improve Your Philanthropic Portfolio." UPS Foundation and Association for Volunteer Administration in collaboration with the Points of Light Foundation. Free download available at

[http://www.energizeinc.com/art/documents/invest\\_vrm\\_guide.pdf](http://www.energizeinc.com/art/documents/invest_vrm_guide.pdf)

Crawford, Jean, "Profiling the Non-Profit Leader of Tomorrow,"

<http://iveybusinessjournal.com/publication/profiling-the-non-profit-leader-of-tomorrow/>

Ellis, Susan "What Leaders of Volunteer Can Do to Gain Executive Attention,"

<https://www.energizeinc.com/hot-topics/2011/october>

Fixler, Jill Friedman, "Why Should Boards Care About Volunteer Engagement?"

Charity Channel, 9/7/06 <http://www.iffixler.com/why-should-boards-care-about-volunteer-engagement>

"How to Advocate for the Profession," Volunteer Management Resource Center, Idealist,

<http://www.idealists.org/info/VolunteerMgmt/Advocate>

Stallings, Betty 12 Key Action of Volunteer Program Champions, Available as a free download at <http://www.energizeinc.com/store/5-219-E-1>. This short book is a "must read" for nonprofit Executive Directors interested in being supportive of volunteer programs.

Also available at <http://www.bettystallings.com/newbook/pdf/5-219-12KeyActions.pdf>

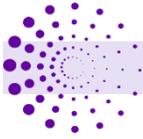
Stallings, Betty, "Building Organizational Commitment to the Volunteer Program",

<http://www.bettystallings.com/pdfs/BuildOrgCom.pdf>. This includes training exercises to build staff and board commitment to the volunteer program as well as an exercise on visioning the volunteer program.

"Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders," RGK Center for Philanthropy & Community Service, University of Texas at Austin.

<http://www.volunteeralive.org/docs/Strategic%20Volunteer%20Engagement.pdf>



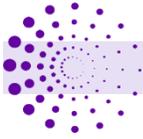


## Books

Ellis, Susan *From the Top Down*. Order at [https://www.energizeinc.com/store/top\\_down](https://www.energizeinc.com/store/top_down) (\$18, e-book only). This book contains one of the best case statements on “why” invest in volunteers.

*The Leader of the Future, The Drucker Foundation*. edited by Hesselbeirn, Frances; Goldsmith, Marshall, and Beckhard, Richard. San Francisco: Jossey-Bass Publishers, 1996. Order from Amazon (\$8.75, used copies also available)

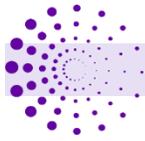
<http://www.amazon.com/The-Leader-Future-Strategies-Practices/dp/0787909351>



## Attachment A Developing Your Leadership Capabilities

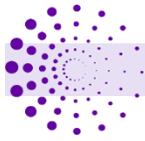
There are defined attributes of a leader that one can work on developing and refining.

1. Being proactive on risk management and policy development. Look for opportunities to identify areas where policy should be in place. Draft policies and seek management and/or board approval where necessary. Look at expanding organizational personnel policies to cover volunteers where appropriate.
2. Seek opportunities to serve on inter-organizational committees and task forces, especially when you feel it impacts services, policies and community efforts that may impact volunteers, now or in the future.
3. Use opportunities to suggest and define new strategies for positioning your program within the organization. Be proactive in bringing these strategies to the attention of management.
4. Consider the power of being an “Internal Networker,” a leadership style described by Peter Senge, in his work on the “Learning Organization.”
  - a. The only authority possessed by internal networkers comes from the strength of their convictions and the clarity of their ideas.
  - b. Internal networkers understand the informal networks, what researchers call the “communities of practice”, whereby information and stories flow and innovative practices naturally diffuse within organizations.
  - c. What matters is that effective internal networkers are seen as credible, knowledgeable, committed individuals who are not a particular threat to anyone.
  - d. Internal networkers can identify program managers who have the power to take action, and are predisposed to developing new paradigms.
5. Seek out funding opportunities in the community for volunteer involvement.
6. Seek partnerships with groups: corporate, faith-based, service learning, service clubs, retirees and others that link your volunteer program with new volunteers and new possibilities for service. Showcase these opportunities, clearly defining the reasons the organization will benefit.
7. Listen to staff, be available for consulting with them, and support them when needed. Recognize their achievements in supervising and supporting volunteers. You will develop many internal advocates for your program. Work toward a 50/50 split on the use of your time, with 50% being designated to internal leadership and relationship building with staff.
8. Work on developing your personal leadership skills, and practice them. (Review attributes of a leader: Drucker Foundation, Leader of the Future)
  - a. The Necessary Attributes of Leadership
  - b. A belief in oneself.
  - c. Decent doubt, the humility to accept that you can be wrong.
  - d. A passion for the job, with awareness of other worlds.
  - e. A love of people.
  - f. A capacity for aloneness.
9. Recruit lead volunteers, interns and professionally skilled volunteers to work for you as both an opportunity to get more done and to demonstrate what effective volunteers can do.



## Attachment B Strategies for Using Language and Information

1. Listen to those in decision making positions and use their terms to express ideas. Determine the language that is used by the top management in your organization and use it.
2. Communicate in terms of outcomes and strategies that express a forward-thinking vision and new solutions.
3. Carefully align volunteerism with the organization's overall mission.
4. Become educated on what's happening, share trends and issues in volunteerism, and know what the critical service issues are for the organization's sector.
5. Collect information on critical issues, enroll yourself in websites that track useful research, read and follow periodicals, newspapers in the community and related materials as often as possible.
6. Describe your role in terms of AVA's "**Case for Volunteer Resources Management**" from *A Guide to Investing in Volunteer Resources Management: Improve your Philanthropic Portfolio* publication. (See next handout).
7. Use key messages about Effective Volunteer Involvement:
  - It leverages and improves grant making and corporate community involvement.
  - It supports business objectives. (Increasingly, companies want to be seen as employers and vendors of choice because of their commitment to social responsibility).
  - It strengthens the sector by increasing capacity to deliver services.
  - It requires organizational and community infrastructure.
  - It requires training and development.
  - It contributes to maintaining a civil society.
8. Create an image of volunteers as part of the constituency of the organization.
  - Volunteers link the organization to funders and other community resources and often become individual donors.
  - Volunteers carry the message of your vision, mission and services to the broader community.
  - Volunteers refer customers to the organization.
  - Volunteers, interns and service learners link the organization to learning institutions and future employees.
  - Volunteers contribute to the outcomes
  - Volunteers reflect the diversity of the community in terms of age, race, socio-economic status, skills and beliefs.
9. Use marketing strategies or the marketing department to create a positive and compelling image for volunteerism in your organization, and use it in as many forms of communication and product development as possible.
10. Look for opportunities to include messages about volunteerism in agency publications.
11. Articulate where the volunteer program aligns with the goals and objectives of the organization, or connects the organization to the community at large.
12. Use information about trends, demographic and other community changes to support the greater complexity of the work and the need for greater investment in the volunteer management process.



**Attachment C  
Example Tool – Self Evaluation**

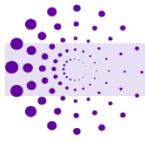
**Elements of Volunteer Resources Management**

Successful involvement of volunteers requires the basic components listed below.

<b>Elements of Volunteer Resources Management</b>	<b>Currently in place to a large degree</b>	<b>Currently in place to some degree</b>	<b>Not currently being done</b>	<b>N/A or not relevant</b>
Written statement of philosophy related to volunteer involvement				
Orientation for new paid staff about why and how volunteers are involved in the organization's work				
Designated manager/leader for overseeing management of volunteers agency wide				
Periodic needs assessment to determine how volunteers should be involved to address the mission				
Written position descriptions for volunteer roles				
Written policies and procedures for volunteer involvement				
Organizational budget reflects expenses related to volunteer involvement				
Periodic risk management assessment related to volunteer roles				
Liability insurance coverage for volunteers				
Specific strategies for ongoing volunteer recruitment				
Standardized screening and matching procedures for determining appropriate placement of volunteers				
Consistent general orientation for new volunteers				
Consistent training for new volunteers regarding specific duties and responsibilities				
Designated supervisors for all volunteer roles				
Periodic assessments of volunteer performance				
Periodic assessments of staff support for volunteers				
Consistent activities for recognizing volunteer contributions				
Consistent activities for recognizing staff support of volunteers				
Regular collection of information (numerical and anecdotal) regarding volunteer involvement				
Information related to volunteer involvement is shared with board members and other stakeholders at least twice annually				
Volunteer resources manager and fund development manager work closely together				
Volunteer resources manager is included in top-level planning				
Volunteer involvement is linked to organizational or program outcomes				

From "A Guide to Investing in Volunteer Resources Management: Improve Your Philanthropic Portfolio." Compiled by UPS, Points of Light Foundation, and AVA.

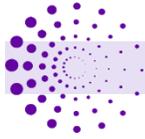




**Attachment D  
Example Tool – Self Evaluation of Management Skills**

**Self Evaluation – Management Skills**

<b>Qualifications for Being a Director of Volunteers</b>	<b>Does not describe me at all</b>		<b>Describes me somewhat</b>		<b>Describes me very much</b>	
Ability to articulate a positive point of view about volunteers.	1	2	3	4	5	
Vision – both of what volunteers can accomplish and of where your agency might go in the future.	1	2	3	4	5	
Understanding of the expanding scope of the field of volunteerism.	1	2	3	4	5	
Management skills.	1	2	3	4	5	
Interpersonal skills.	1	2	3	4	5	
Enthusiasm and energy.	1	2	3	4	5	
Comfortable presentation style and public speaking ability.	1	2	3	4	5	
Familiarity with community resources.	1	2	3	4	5	
Skill in task analysis.	1	2	3	4	5	
Ability to handle/juggle details, especially the demands of scheduling and task delegation.	1	2	3	4	5	
Willingness to adapt good ideas from other settings to the special needs of your facility.	1	2	3	4	5	
Cultural Competency skills. Engaging people of different cultures in your volunteer program.	1	2	3	4	5	
Delegating: Identifying key project tasks. Determining leaders for specific project tasks.	1	2	3	4	5	
Motivating Others: Keeping volunteers engaged in their volunteer activity. Helping volunteers to connect to a community issue.	1	2	3	4	5	
Problem Solving abilities: Trouble shooting skills. Ability to develop workable contingency plans.	1	2	3	4	5	



## Attachment E Example Tool – Internal Audit

**For staff** questions might be:

- What's working?
- What's not working?
- What needs are not being met?
- In your view, how do volunteers make a contribution?
- What problems do you encounter that get in the way?

**For organizational leaders** questions might be:

- In what way are volunteers important to the organization?
- What will change in the next five years?
- What additional resources would you allocate to working with volunteers if you could?
- What additional expectations of the volunteer program do you have?
- What expectations do you have of your staff with regard to working with volunteers?
- Is there openness to the possibility to improve performance of staff with regard to using and supervising volunteers, and an effort to involve more volunteers?

**For the Board** you might ask:

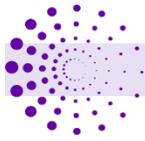
- How are volunteers in the organization viewed by the board?
- Do you feel sufficient emphasis is placed on their involvement?
- Where are volunteer leaders involved in addition to board members?
- How do volunteers contribute to the mission?
- Who is the focal point of leadership for volunteering?
- Are volunteers well integrated at all levels and in all areas?

**For volunteers** you might ask:

- How do you feel valued and respected?
- Are you given sufficient training and supervision?
- How are you connected to the mission?

### OPTION IF TIME IS LIMITED

If you do not have time to do an internal audit as above, one over-riding question that can be asked of staff, board and volunteers: "Assuming we have plenty of money, what (if any) are reasons for involvement of volunteers?"



## Attachment F - Example Tool – Volunteer Philosophy Statement

*“Taking the time to articulate a written statement of philosophy is the primary way an organization establishes uniform standards for volunteer engagement that sets out a core set of values/beliefs for executive leadership and staff – and which then do not change with new leadership. An established organizational statement about the value and role of volunteers also deters the otherwise uneven support of volunteer engagement, depending on the often-differing personal philosophies of every department manager”*

Betty Stallings, 12 Key Action of Volunteer Program Champions

**Definition** - A philosophy statement is a reflection of the value placed on volunteering within an organization. It answers the questions of why and how we use volunteers.

**Purpose** of a Philosophy Statement on Volunteers is to positively guide the organization’s involvement of volunteers. This statement sets a values-based framework within which all volunteering in the organization will be built.

**What to include:** The statement should address the value of volunteers in the organization as well as the role of volunteers in the organization. Some statements additionally include expectations of volunteers to the organization and the organization to the volunteers.

### Questions to Address when Developing a Philosophy Statement

- What are your values and beliefs regarding the utilization (or potential utilization) of volunteers in our organization? What value do volunteers bring to the organization?
- What are the reasons that volunteers are (will be) utilized in our organization?
- How do we describe the role of volunteers in our organization?

### Examples

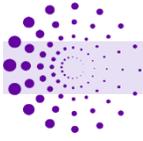
The **Diana Price-Fish Cancer Foundation** encourages the teamwork of paid staff and volunteers so we can offer our participants the best services possible. Volunteers contribute unique talents, skills, and knowledge to provide personal attention to participants and expand fundraising capacity. Volunteers also help educate the public about Diana Price-Fish Cancer Foundation's mission and services. (<http://www.denverfoundation.org/Your-Giving/How-We-Help-Donors/Family-Philanthropy/Family-Stories/The-Diana-Price-Fish-Fund>)

*Faith in Action Evanston* views volunteers as a valuable resource, and aims to give volunteers meaningful responsibilities, effective supervision, and recognition for work done. Volunteers are expected to actively perform their duties to the best of their abilities. While serving as a volunteer for *Faith in Action Evanston*, volunteers shall remain loyal to the mission and vision of *Faith in Action Evanston*. (<http://www.fiaevanston.com/volunteer.aspx>)

“The philosophy of the volunteer program states that volunteers complement, assist and partner with the paid staff in virtually every facet of the museum. We value this contribution and hope to offer each volunteer a satisfying, productive and rewarding experience.” **Sandi Yoder, Living History Farms, Urbandale, IA**

“Through meaningful integration of volunteers, Colorado State Parks will provide extraordinary visitor services and remarkable stewardship of our natural resources.” **Colorado State Parks Volunteer Program Strategic Plan 2006 – 2010**





## Attachment G Example Tool - Visioning for Program Success

*A Vision Statement is a compelling, shared expression of what people within an organization want it to become*

It is important to have a vision for the future direction of the volunteer involvement in your organization. This visioning process can become as part of the organization's overall visioning and strategic planning, or it can be visioning within the volunteer program, depending on what works best in your organization.

### Characteristics of visions

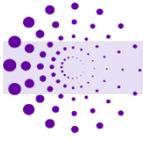
- Future oriented.
- Ideal (what we wish to create, what we wish to be).
- Inspirational, compelling, motivating.
- Will create tension between what is and what could be.
- Must be articulated so that others say "Yes!"
- Best if expressed in the present.
- Is a living document.
- Short, concise, concrete.
- Will involve change.

### Guidelines for Visioning

- Do when participants can be in a relaxed state.
- Focus on what you want to create, not how to make it happen.
- Avoid focusing on today's problems and what is not working well.
- Can be part of a work group, retreat, or built into a division meeting, etc.

### Vision Questions (Suggestions)

- If we could be what we want in 3-5 years, what would it be?
- How would we know we were there?
- What would be a stretch for us?
- What do we really want to do or create?
- What would be worth committing to over the next 5 years?
- How do we differentiate ourselves from others who provide similar service?



## MISSION *im*POSSIBLE:

### How Executive Directors Can Maximize the Power of Volunteers to Benefit Their Organization

If you lead or fund nonprofits, you may already count on volunteers as one of the critical resources to help achieve your mission.

But did you also know that you can increase your organization's effectiveness, and your organization's Return On Investment by *investing in volunteers*?

The Minnesota Association for Volunteer Administration (MAVA) offers training and information to help organizations develop a quality volunteer program that can MORE than pay for itself.

Every year, volunteers provide Minnesota organizations with billions of dollars' worth of time, providing service, leadership, advocacy and talent. Just look at the numbers:\*

- **\$7.9 billion:** Estimated value of Minnesota volunteers in 2004.
- **2.4 million:** The number of Minnesota adults who volunteered in 2004.
- **\$18.04:** Per hour value of Minnesota volunteers in 2005.

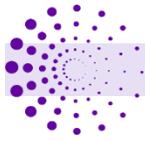
\*Based on data from the 2004 Minnesota State Survey conducted by the Minnesota Center for Survey Research at the University of Minnesota (questions on volunteerism sponsored by the Minnesota Association for Volunteer Administration). The hourly value of volunteer time in 2004 was estimated by the Independent Sector to be \$17.55, based on the average hourly wage for all non-management, non-agriculture workers as determined by the Bureau of Labor Statistics, with a 12 percent increase to estimate for fringe benefits. Visit the Independent Sector at [http://independentsector.org/programs/research/volunteer\\_time.html](http://independentsector.org/programs/research/volunteer_time.html).

Contact MAVA for additional resources on the value of investing in volunteers or if you have ideas on how to educate decision makers on the value of investing in volunteer resources. MAVA is offering the *Volunteer Impact Leadership Training Series* to provide organizations with information to initiate, improve or re-engage their volunteer programs. To learn more, email MAVA at [office@mavainetwork.org](mailto:office@mavainetwork.org) or call (651) 255-0469.

#### Acknowledgement:

A special thanks to Betty Stallings (author of 12 Key Actions of Volunteer Program Champions) and Susan Ellis (author of From the Top Down) for their fine work over the years in speaking to decision makers about the value of investing in volunteer resources leadership.





Making smart investments in your volunteer program leads to volunteers who can:

- **Increase production and help your budget go further.** Well-managed organizations can extend their budget and accomplish much more with volunteers.
- **Improve the quality of services.** By engaging the right volunteers in your agency's efforts, the quality of your services can be improved and enhanced.
- **Provide specialized skills.** You might not be able to hire an employee with specialized skills, but you may be able to find a volunteer who has the skills you need.
- **Expand access to the community.** Volunteers can help extend your organization's reach to specific community segments.
- **Enhance your organization's reputation and grassroots support.** Volunteers can become ambassadors to the community and create a committed constituency for your organization. Through their positive experiences, they acquire insight into your group's mission and accomplishments, and enhance your organization's reputation and support through word-of-mouth.
- **Increase diversity.** You can engage diverse opinions and community populations by recruiting volunteers with a variety of backgrounds, experience and opinions.
- **Provide credibility.** Volunteers bring credibility to an organization because of their commitment of time and sincere desire to help advance an organization's mission.
- **Tackle special assignments.** Volunteers can focus on specialized goals/tasks and dedicate time to achieve results.
- **Experiment.** Volunteers can be risk-takers to try out new ideas and approaches before an organization institutionalizes the idea or approach.
- **Innovate.** Volunteers can provide fresh thinking, give an outsider's perspective, and offer new ideas to help keep your organization on its toes. They can also be a source of insight about community perceptions that inform an organization's efforts.
- **Lobby and generally advocate for your group.** Volunteers are credible advocates for organizations and their needs, particularly when they are from the communities served by the organizations.
- **Contribute financially.** Studies show that people who volunteer donate more than twice as much as non-volunteers. And volunteers are essential to the organization's funding and resource development process.

How to Create or Strengthen Your Volunteer Program

Invest in your volunteer program and reap the rewards.

Volunteers can be one of your greatest resources and help transform your organization and community. Here's how to maximize your volunteer resources:

Invest and Commit

- Hire a skilled volunteer resources leader and make that person a part of your management team. Keep in mind that the volunteer resources leader is likely to work closely with most of your organization's stakeholder groups. His or her knowledge base and ability to cultivate resources is vital to your organization's key leaders.

- Commit organizational and financial support. This includes training and systems to develop and sustain a volunteer program. Incorporate volunteer resources expenses into your budget in all programmatic areas where volunteers are engaged. Incorporate volunteer resources costs into proposals for funding.

Communicate and Support

- Take a visible role in supporting volunteers. Communicate your personal belief about their importance in helping achieve your mission.
- Recognize volunteer accomplishments on an on-going basis.

Involve Volunteers & Staff

- Involve top management and your board of directors in creating and supporting volunteer programs. Remind Board Members that they are volunteers themselves.
- Incorporate responsibility for working with volunteers into staff job descriptions.
- Engage volunteers, staff and management to help evaluate volunteer efforts for results.

www.mavanetwork.org

