



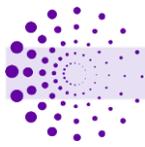
Capturing Volunteer Motivation & Conducting Effective Interviews

Handouts

Volunteer Impact Leadership Training Series

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Capturing Volunteer Motivation & Conducting Effective Interviews

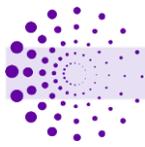
Guide to Handouts



- H-1: Learning Objectives and Key Concepts in Volunteer Motivation and Interviewing
- H-2: Capturing Volunteer Motivation
- H-3: Motivational Analysis (with Key)
- H-4: Three Types of Motivation
- H-5: Changes in Motivation Over Time
- H-6: Purpose of the Interview
- H-7: Steps in the Interview Process
- H-8: Critical Skills in Interviewing
- H-9: Sample Interview Questions
- H-10: Listening Skills and Practice Interview
- H-11: Resources
- H-11: Acknowledgement for Training Materials

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





Handout 1

Learning Objectives and Key Concepts in Volunteer Motivation and Interviewing

Learning Objectives

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

1. Understand that success in volunteer programs involves matching an organization's needs with a volunteer's ability and motivation.
2. Explore the variety of reasons that people volunteer.
3. Determine one's own personal motivation style and its impact on job placement, supervision and recognition preferences.
4. Examine motivation theory in light of the organization's ability to attract and retain volunteers.
5. Review the 4 key steps in the interview process.
6. Review the essential role of listening during the interview process.

Key Concepts - Motivation

1. Success occurs with the simultaneous meeting of the needs of staff, organization and volunteers.
2. Many organizations need to update their understanding of who volunteers and why they contribute their time.
3. Understanding and appreciating different motivational styles can lead to more effective and meaningful job placement, supervision, and recognition.
4. Retention of volunteers is enhanced by recognizing their changing motivational needs.

Key Concepts - Interviewing

1. Focus the volunteer interview on learning the prospective volunteer's passions, mutually designing his/her volunteer role and helping the volunteer determine if your organization is the right place to realize the impact he/she wants to have.
2. There are four Key Steps in the interviewing process: Preparation, Opening, Body and Closing
3. Two essential skills in interviewing are:
 - a. Designing and asking questions based on an analysis of the position and required qualifications; and
 - b. Reflective listening assuring that both individuals are hearing and understanding.
4. It is important to prepare for special challenges that might present themselves during the interview.





Handout 2 Capturing Volunteer Motivation

Key Concept (Motivation) #1

Success occurs with the simultaneous meeting of the needs of staff, organization and volunteers. Both agencies and volunteers must be gaining simultaneously to make the relationship work.

Key Concept (Motivation) #2

Many organizations need to update their understanding of who volunteers and why they contribute their time

How is Volunteer Motivation Changing?

Expanding motivations for volunteering:

- having an impact
- learning
- building resume
- gaining leadership opportunities
- meeting educational requirements
- using work skills for a good cause
- socialization
- others...

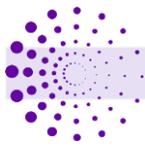
Dr. Mark Snyder, a top volunteer motivation researcher told MAVA:

“While 2/3 of the population holds a value to volunteer, the 1/3 of the population that volunteers does so because of how volunteering benefits them:

- Career
- Social
- Boosting self esteem

When recruiting volunteers, appeal to these motivations.”





Handout 2 (continued) Capturing Volunteer Motivation

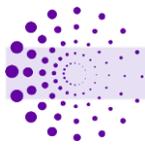
Why Do People Volunteer?

Understanding a person's motivation for volunteering is key to placing him/her in the right volunteer position. Listed below is a sampling of some of the needs that people can meet through volunteer activity:

- Be challenged
- Gain experience for a career change
- Develop new skills and interests
- Meet new people
- Earn credit for school
- Network and PR for business
- Improve community
- Get acquainted with a community
- Impact a cause he/she cares about
- Escape from life stresses
- Gain leadership skills
- Receive recognition
- Make a difference
- Have fun
- Continue to use skills after retiring
- Donate professional skills
- Add variety and spice to life
- Gain self-esteem and self-confidence
- Socialize
- Maintain skills while out of job market
- Give back to the community/agency
- Work off court fines
- National Community Service
- Improvement in mental/physical participant health

Key Concept #3

Understanding and appreciating different motivational styles can lead to more effective and meaningful job placement, supervision and recognition.



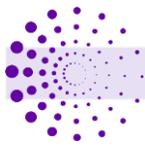
Handout 3 Motivational Analysis

Each of the following groups of statements has three choices. Choose the one in each set which most closely fits your own motivations. Remember, there are no wrong answers. Place an "X" before the letter of your choice.

1. a. When doing a job, I seek feedback
 b. I prefer to work alone and am eager to be my own boss.
 c. I seem to be uncomfortable when forced to work alone.
2. a. I go out of my way to make friends with new people.
 b. I enjoy a good argument.
 c. After starting a task, I am not comfortable until it is completed.
3. a. Status symbols are important to me.
 b. I am always getting involved in group projects.
 c. I work better when there is a deadline.
4. a. I work best when there is some challenge involved.
 b. I would rather give orders than take them.
 c. I am sensitive to others - especially when they are mad.
5. a. I am eager to be my own boss.
 b. I accept responsibility eagerly.
 c. I try to get personally involved with my superiors.
6. a. I am uncomfortable when forced to work alone.
 b. I prefer being my own boss, even when others feel a joint effort is required.
 c. When given responsibility, I set measurable standards of high performance.
7. a. I am very concerned about my reputation or position.
 b. I have a desire to out-perform others.
 c. I am concerned with being liked and accepted.
8. a. I enjoy and seek warm, friendly relationships.
 b. I attempt complete involvement in a project.
 c. I want my ideas to predominate.
9. a. I desire unique accomplishments.
 b. It concerns me when I am being separated from others.
 c. I have a need and desire to influence others.
10. a. I think about consoling and helping others.
 b. I am verbally fluent.
 c. I am restless and innovative.
11. a. I set goals and think about how to attain them.
 b. I think about ways to change people.
 c. I think a lot about my feelings and the feelings of others.

Source Unknown

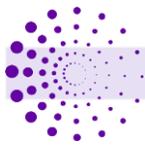




Motivational Analysis Key

- . 1. a. Achievement
b. Influence
c. Affiliation
- . 2. a. Affiliation
b. Influence
c. Achievement
- . 3. a. Influence
b. Affiliation
c. Achievement
- . 4. a. Achievement
b. Influence
c. Affiliation
- . 5. a. Influence
b. Achievement
c. Affiliation
- . 6. a. Affiliation
b. Influence
- . 7. a. Influence
b. Achievement
c. Affiliation
- . 8. a. Affiliation
b. Achievement
c. Influence
- . 9. a. Achievement
b. Affiliation
c. Influence
- . 10. a. Affiliation
b. Influence
c. Achievement
- . 11. a. Achievement
b. Influence
c. Affiliation



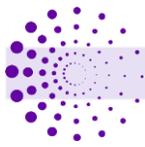


Handout 4
Three Types of Motivation

Based on Motivation Theory by John Atkinson & David McClelland

| Qualities of People with Achievement As a Prime Motivator | Qualities of People with Affiliation As a Prime Motivator | Qualities of People with Power/Influence As a Prime Motivator |
|---|--|---|
| Think About: <ul style="list-style-type: none"> Goals and how to achieve them Problems and how to solve them Strong performance and success | Think About: <ul style="list-style-type: none"> Interpersonal relationships Feelings (theirs and others) How they can help | Think About: <ul style="list-style-type: none"> Impact, influence on behalf of others (Social power) What's in it for me? Keeping the power I have (Personal power) Leadership, prestige, and job status (both kinds of power) |
| Strengths: <ul style="list-style-type: none"> Well organized Innovative Good planner and problem-solver Strong initiative | Strengths: <ul style="list-style-type: none"> Good barometers of "climate" Team players Sensitivity Good listeners | Strengths: <ul style="list-style-type: none"> Door openers Strategic thinkers Fundraising from individuals Teachers, trainers Work through hierarchy |
| Struggles and Weaknesses: <ul style="list-style-type: none"> Delegation to others Process (they can be impatient) Valuing relationships and team Perfectionism Sensitivity Risk taking (only calculated) | Struggles and Weaknesses: <ul style="list-style-type: none"> Over sensitive Unaware of time Dealing with conflict Needing much affirmation Being alone or with strangers | Struggles and Weaknesses: <ul style="list-style-type: none"> Dominating – possibly intimidating to affiliators Argumentative Outspoken Intimidating (especially to affiliators) |
| Needs: <ul style="list-style-type: none"> Feedback (they don't like to fail) Challenge and opportunity to grow High standards, unique accomplishments Deadlines Responsibility Checklists-and crossing them off! | Needs: <ul style="list-style-type: none"> To help and be needed To be with friendly people To feel included, liked To be supervised by a "Leader-friend" Personal recognition Opportunities to express feelings | Needs: <ul style="list-style-type: none"> Position of leadership and influence Public recognition Prestige and job status |
| Best Types of Jobs: <ul style="list-style-type: none"> Fundraising Training Data gathering Board of Directors Administration Financial Professional tasks | Best Type of Jobs: <ul style="list-style-type: none"> Direct client services Group or family activities Planning/giving recognition Public relations Leading support groups | Best Type of Jobs: <ul style="list-style-type: none"> Advocacy Policy making Fundraising Political action Speaker, trainer Media representative Board chair or Chair of powerful task force committee |
| Has: <ul style="list-style-type: none"> A big daytimer | Has: <ul style="list-style-type: none"> The biggest address book | Has: <ul style="list-style-type: none"> Most impressive plaque wall |





Handout 5 Changes in Motivation over Time

Key Concept #4

Retention of volunteers is enhanced by recognizing their changing motivational needs.

It is important to note that motivational needs change over time and that, to be successful in retaining volunteers, we must be aware when those needs have changed.

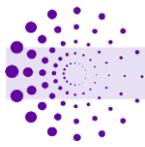
Powerful Question to Ask

What can we do, as an organization (or as individuals) to keep you involved as a volunteer in our organization?

Let's Summarize

To effectively **engage volunteers** & harness the energy that comes with motivation, we need to **discover what motivates** each individual and, if possible, **match** their **motivation** with our **organization's needs**.

It is not difficult to encourage people to do what they long to do. The challenge is to find out what that longing is. Motivation is truly at the heart of successful volunteer leadership.



Handout 6 Purpose of the Interview

Key Concept #1 (Interviewing)

Focus the volunteer interview on learning the prospective volunteer's passions, mutually designing his/her volunteer role and helping the volunteer determine if your organization is the right place to realize the impact he/she wants to have.

Purpose

The focus of the interview is to learn the prospective volunteer's passions, mutually designing his/her volunteer role and helping the volunteer determine if your organization is the right place to realize the impact he/she wants to have,

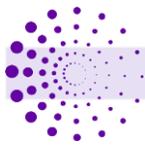
Without this significant screening step, opportunities may be missed on what a volunteer has to offer the organization and many misplaced or inappropriate volunteers may begin to work for organizations, and both the volunteer and the organization find dissatisfaction in the long run. When you have the wrong person in the volunteer job, the efforts of volunteer supervisors/leaders are often distracted to the inevitable problems of poor performance, volunteer dissatisfaction, staff/volunteer complaints, etc.

Taking the time to interview and screen volunteers enables you to determine:

1. To learn what the volunteer has to offer to your organizations.
2. If the volunteer will fit into the culture of your organization.
3. If the volunteer's motivational needs can be met.
4. If your recruitment program seems to be attracting the best people for your organization and for available positions.

It is important to screen volunteers because:

1. It protects clients.
2. The agency reputation is affected by volunteers.
3. Volunteers can potentially impact the morale of the staff.
4. Volunteers suffer if they are misplaced.
5. You can recognize both high-risk and high-potential volunteers.



Handout 7 Steps in the Interview Process

Key Concept #2 (Interviewing)

There are four Key Steps in the interview process: Preparation, Opening, Body, and Closing.

1. Preparation for the interview includes:

- Reviewing all available information about the applicant. (It often helps to have the applicant fill out an application ahead of time.)
- Reviewing all pertinent information on the organization and volunteer positions
- Formulating questions to bring out the desired information you need to screen for suitability for the position(s)
- Scheduling adequate time (generally 1/2 hour) and a comfortable, private place for interviewing
- Casting aside your other work and distractions and asking for your calls to be held

2. Opening the interview includes:

- Putting the applicant at ease (warm greeting, introductions, establishing rapport)
- Clarifying the purpose of the interview
- Establishing timeframe for the interview

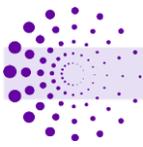
3. Body of the interview:

- General information about the program - If the interviewee is not familiar with your organization, you may wish to give him/her this information at the beginning of the interview. To reserve staff time for learning about the volunteer, consider others to share information about the organization such as information meetings prior to the interview or printed materials.
- Information about the applicant – Ask the applicant to share information about him/herself in response to thoughtful questioning. Explore such things as may be appropriate:
 - skills
 - interests and passions
 - experience
 - time availability
 - work or leadership style
 - motivation for wanting this job or volunteering with this organization
- Information about volunteer positions - After getting a clear picture of the applicant, it is then appropriate to selectively share information about the possible positions for which he/she might be suitable. If you conduct the interview in the reverse order, prospective volunteers may simply tell you what you want to hear in order to get an available job.

Note:

If you have several applicants for the same position, be sure to ask each of them the core questions you have developed. During this information-giving phase of the interview, the applicant must be given the necessary information about the available volunteer position. His or her questions must be answered as well. Information to be given includes position requirements, hours of service, place and conditions of work, training needed, purchase of uniform (if required), opportunities offered, supervision to be expected, etc.





Handout 7 (continued) Steps in the Interview Process

- The volunteer may be proposing that he/she contributes time to the organization in ways that have not previously been considered. It is important to learn about the talents and skills that a volunteer might bring to the organization that you have never formalized into a position. Ultimately the proposed idea and the organization's need for that skill must be fully explored. It may involve having a second interview with the potential volunteer to fully determine mutual interests in developing a new volunteer position.
- Be careful to explain the full requirements of the position; a common mistake is for interviewers to undersell the responsibilities. You may want to offer an opportunity to the volunteer to observe the activity prior to committing to it.

4. The closing:

The closing should be concise and upbeat. First review and summarize where you have been in your interview and then share what the next steps will be.

- **When the applicant is acceptable:** This is easy. The important thing is to be certain that the final choice is wholeheartedly the applicant's. Have you gently urged the applicant to accept your own decision? If there is agreement, be sure the applicant knows the next step.
- **When the applicant is unacceptable:** Rejection is not easy at any time, particularly when the would-be applicant is eager to be of help. When the interviewer has reached a decision that the applicant is unqualified for the position in question or for other service in the organization, the interview should be terminated as rapidly as possible, consistent with graciousness and tact.
- If the applicant has skills or experience which may qualify him/her for volunteer positions with other agencies, make the referral and, for courtesy's sake, call the referral agency. If you have a volunteer center serving your area, you may wish to refer him/her there, since they have a large variety of volunteer positions to share with prospective volunteers. You may also want to refer the volunteer to electronic matching services such as Volunteer Match.
- Often the applicant will verbalize his/her disinterest in the position; but if not, you must, in a carefully impersonalized discussion, show the applicant that the job is unsuitable. Subterfuges, such as invoking a waiting list or mentioning vague future dates, disappoint, annoy and can make enemies unnecessarily.
- In a focus group, volunteers told MAVA that, if they are declined, they want to know:
 - A reason on why they are not a good fit. It is best if this said in terms of the position does not fit their skills and interests, so it does sound like a problem with them.
 - Where else to go to look for a position.
- Finally, in either case, in closing your interview you may want to thank the person for his/her time and interest in your organization. It may be necessary to develop some interview termination techniques, since applicants sometimes do not know when it is time to leave. Standing up will usually be effective in terminating an interview.





Handout 8 Critical Skills in Interviewing

Key Concept #3 (Interviewing)

Two essential skills in interviewing are designing and asking questions using reflective listening

Types of Questions to Ask

- Open ended
- Situational
- Problems solving

Open-Ended and Closed Questions

Closed questions (Have you ever volunteered before?) usually require no explanation and can prevent getting at needed information. They are useful for obtaining specific answers such as yes or no. Closed questions typically begin with such words as: is, do, has, can, will or shall.

- Can you work in the evenings?
- Will you be moving into your new house soon?
- Do you type?
- Do you enjoy children?
- Are Wednesdays alright?

Open-ended questions usually require an explanation and are useful in obtaining information. They typically begin with such words as what, when, how, who, where, or which.

- Tell me more about...
- How did you do...?
- What did you not like about...?
- What would you like to be different about...?

When you are designing your interview questions, make certain that you have a number of open-ended questions such as:

- Why are you interested in this position/organization?
- What type of supervision do you like to receive?
- How would you describe your ideal work setting?
- How will this volunteer position fit into your life with other priorities?

Other Types of Questions

Situational questions – give a typical situation a volunteer might encounter and ask how he/she would handle it. Or, give a very challenging situation to see how the interview will handle challenges.

Problem solving questions – give a problem that a volunteer might face and ask how he/she would handle it. Or, give a problem the overall organization is facing and ask his/her ideas to gain insight on the breath of ways the volunteer might be able to help.





Handout 9 Sample Volunteer Interview Questions

These are some sample questions to help give ideas on how to design your interview. These questions should be narrowed down and additional questions should be developed based on the specific needs of the organization.

Interests and Motivations

1. What interested you about applying to be a volunteer at _____?
2. What have you enjoyed the most about your previous volunteer or paid work?
3. What have you enjoyed least about your previous volunteer or paid work?
4. Why do you want to work with clients with _____?
5. Tell me one important goal you set in the past. Were you successful? Why?
6. Tell me about something you have accomplished that gave you a great deal of satisfaction.
7. What are your passions? What do you like to do the most?
8. Do you prefer to work alone or with a group?
9. How would you describe your ideal work setting?
10. What type of supervision do you like to receive?

Skills, Strengths, Personal Philosophy

11. What skills and abilities do you have to bring us?
12. What strengths are important to possess in this type of volunteer opportunity?
13. Describe a situation where you had a positive influence on others.
14. What do you consider to be most challenging about volunteering with this population?
15. In your opinion, what challenges do our program participants face?

Integrity and Honesty

16. Discuss a time when your integrity was challenged? What decision did you make?
17. Tell me about a time you experienced a loss because you did what was right. How did you react?

Interpersonal Skills

18. Describe a situation where you were able to “read” a person and guide your responses by what you perceived to be their needs and values?

Flexibility

19. Tell me about a time when you had to adjust to a colleague’s working style in order to complete a project or meet your goals.

Commitment

20. How will this volunteer position fit into your life with other priorities?

Source: Thank you to MAVA members for contributing these questions.

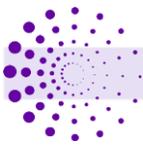


Handout 10 Listening Skills and Practice Interview

Listening is another critical skill for effective interviewing. It is distressing to learn that we generally only remember 50% of what was shared with us immediately after it is shared. Why is this, and what practices do we need to learn to become a good listener?

The practices of a good listener

1. Listens to understand what is meant - not to get ready to reply, contradict, or refute.
2. Knows that what is meant involves more than the dictionary meaning of the words that are used. It involves the tone of voice, facial expressions, and overall behavior of the speaker.
3. Observes all this and is careful not to interpret too quickly. Looks for clues as to what the other person is trying to say, putting him/herself in the speaker's shoes, seeing the world as the speaker sees it, accepting the speaker's feelings as facts that have to be taken into account - whether the listener shares them or not.
4. Puts aside own views and opinions for the time being. Realizes that one cannot listen to him/herself inwardly and at the same time listen outwardly to the speaker.
5. Controls impatience knowing that listening is faster than talking. The average person speaks about 125 words a minute, but can listen to about 400 words a minute. The effective listener does not jump ahead of the speaker, but gives him/her time to tell his/her story.
6. Does not prepare to answer while listening. Wants to get the whole message before deciding what to say in turn. The last sentence of the speaker may give a new slant to what was said before.
7. Shows interest and alertness. This stimulates the speaker and improves performance.
8. Does not interrupt. Asks questions in order to secure more information, not to trap the speaker or force him/her into a corner.
9. Uses the technique of linking to build on what the interviewee has already said. This is called probing and it indicates to the interviewee that you are listening (e.g., "You indicated that your Red Cross volunteer experience was particularly pleasurable. Can you elaborate on why it was so pleasurable?")



Handout 10 (continued)

Listening Skills and Practice Interview

Practice

Work in groups of four. Between the four of you, divide up these roles:

- Interviewer
- Volunteer
- 2 Observer to note examples of:
 - Connecting with volunteers about their interests and abilities
 - Good listening skills

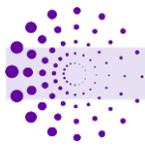
Questions for interview:

1. What interested you about applying to be a volunteer at _____?
2. What are your passions? What do you like to do the most?
3. What skills and abilities to you have to bring us?

After interview debrief on what worked well.

Key Concept 4 (Interviewing)

It is important to prepare for special challenges that might present themselves during the interview.



Handout 11 Suggested Reading Resources

Web Sites

For information on volunteer screening from Volunteer Canada, see <http://volunteer.ca/screening> in Faith" PDF for faith communities.

For information on volunteer screening from Energize, https://www.energizeinc.com/how_to_volunteer_management/screening

For a website of sample interview questions and responses focused on helping volunteers prepare for an interview, see Mock Questions at <http://www.mockquestions.com/position/Volunteer/topquestions/>

For examples of behaviorally based interview questions see, <https://www.mockquestions.com/interview/Behavioral/>

Articles

Capturing Volunteer Motivation

"14 Volunteer Questions", Smart Church Management, 2015.
<http://smartchurchmanagement.com/sample-volunteer-interview-questions/>

Finch, Janna, "Survey: What Motivates People to Become Repeat Volunteers?", The Able Altruist, June, 2014.
<http://able-altruist.softwareadvice.com/what-motivates-people-to-become-repeat-volunteers-0614/>

Gill, Clary and Mark Snyder, "The Functional Approach to Volunteers' Motivations," http://generosityresearch.nd.edu/assets/13636/clary_snyder_volunteer_function_inventory_scal_e.pdf (Includes a volunteerism questionnaire)

Merrill, Mary. "Understanding Volunteer Motivations." Monthly essay on Merrill Associates Web site, December 2002. Available at https://charityvillage.com/understanding_volunteer_motivations/

Snyder, Mark and Allen M. Omoto, "Volunteerism: Social Issues Perspectives and Social Policy Implications", *Social Issues and Policy Review*, Vol. 2, No. 1, 2008, pp., available at <http://onlinelibrary.wiley.com/doi/10.1111/j.1751-2409.2008.00009.x/abstract>

"Want better volunteers? Understand their Motivation," Interview with Dr. Mark Snyder by Evidence-Based Living, 2010.
<http://evidencebasedliving.human.cornell.edu/2010/04/23/want-better-volunteers-understand-their-motivation/>





Interviewing

Fixler, Jill Friedman. "Group Interviewing Techniques: Hitting the Bull's Eye Every Time." *Engage, (formerly e-Volunteerism)* Vol. III, Issue 3, April-June 2003.

<https://engagejournal.org/quarterly/03apr/03apr-fixler>

Kosarin, Elisa. "Geeking Out on Volunteer Interview Questions." Twenty Hats Blog, November 14, 2017.

<https://twentyhats.com/geeking-out-on-volunteer-interview-questions>

"Strategy for Interviewing Potential Volunteers," Literacy Partners of Manitoba,

<http://en.copian.ca/library/research/volnTeen/page8.htm>

Books

Capturing Volunteer Motivation

Fixler, Jill and Sandie Eichberg with Gail Lorenz. *Boomer Volunteer Engagement Collaborate Today, Thrive Tomorrow*. AuthorHouse, 2008. Order from Amazon (\$34.95, used copies also available) www.amazon.com/Boomer-Volunteer-Engagement-Collaborate-Tomorrow/dp/1434385906

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