



Everyone Ready®

Achieve more when *everyone's*
ready for volunteers

FROM ENERGIZE

Online Seminar Trainer's Handouts

New Approaches to Volunteer Recruitment

Trainer: Susan J. Ellis

Contents:

Seven Steps to Successful Recruitment	<i>page 1</i>
Seven Steps to Recruitment Worksheet	<i>page 2</i>
Why People Volunteer	<i>page 6</i>
Volunteer Position Description Worksheet	<i>page 7</i>
Proximity Chart	<i>page 8</i>
Recruitment Technique Options	<i>page 9</i>
Online Volunteer Recruitment	<i>page 11</i>
Resources for Further Learning on Volunteer Recruitment	<i>page 12</i>
About Susan J. Ellis	<i>page 16</i>

Seven Steps to Successful Volunteer Recruitment



You must do these *in sequence!*

- Step 1:** Identify WHY people might want to volunteer in your organization and WHY they may NOT.
- Step 2:** Consider social, economic, and cultural TRENDS and put volunteering into context for your local community.
- Step 3:** Design meaningful volunteer ASSIGNMENTS with the potential to attract the people you most want.
- Step 4:** For *EACH* volunteer position description, BRAINSTORM sources where you are most likely to find the right candidates. (You're going to run "mini-campaigns.")
- Step 5:** Match your TECHNIQUE and recruitment MATERIALS to the source. ADAPT your approach to each audience.
- Step 6:** DO IT!
- Step 7:** BE READY for applicants.

Seven Steps to Recruitment Worksheet



Volunteer Assignment: _____

(Use a new worksheet for each volunteer assignment you need to fill)

Step 1: Identify why people do or do not volunteer with you.

What might motivate prospects to accept this assignment?	What can you emphasize to increase someone's willingness to say yes?
What obstacles might stop prospects from accepting?	What can you change to minimize obstacles?

Step 2: Consider national and global trends at large as well as local issues.

What larger trends or local issues might discourage prospects from accepting this position?	What can you change in the assignment to respond to these trends?
What trends or issues might encourage volunteers to accept this position?	How can you adapt to these trends and so attract more volunteers?

Step 3: Design volunteer assignments that are likely to attract the people you want.

What are the requirements for this position?	Flexibility in any of the requirements?
<ul style="list-style-type: none"> • Why the assignment matters • What the work is • How much time it will take • Any background checks required • Application process 	
Does the position title fit the prospects you are seeking?	Alternative titles?

Step 4: Brainstorm sources of candidates. Then rank as most to least likely.

Where are you most likely to find people with the skills or characteristics you most want?	Ranking

(Continue Step 4 on next page)

Step 4 (continued): Now take the highest ranked ideas just brainstormed and get specific by identifying local potential sources.

Brainstorm Rank	Name of actual local source	Nearest location	What you might have in common	Any inside contact?	Appealing for other reason?

Step 5: Match recruiting technique and materials to each source. Adapt your approach to each audience.

Source of volunteers (from previous rankings)	Which techniques and materials might work best?	How adapted for specific audiences?

Step 6: Do it!

- Planned action #1: _____
- Planned action #2: _____
- Planned action #3: _____

Step 7: Be ready for applicants.

- Arrange for monitoring of incoming communications
- Notify staff about recruiting timing and target positions to be filled
- Prepare informational handouts, application forms, and answers to FAQs
- Arrange for staff and locations to handle interviews and/or orientation sessions

Why People Volunteer

(just a few possible motivations)



From [*The Volunteer Recruitment \(and Membership Development\) Book*](#), 3rd ed., by Susan J. Ellis, copyright 2002, Energize, Inc.

- To feel needed
- To share skills
- For a change of pace
- To get to know a new community or neighborhood
- To help someone
- Because a family member or friend pressured them
- To gain leadership skills
- To get a change from being a leader
- To act out a fantasy
- To do their civic duty
- To earn academic credit
- To be with people who are different than themselves
- To keep busy
- The agency is geographically accessible
- To do something with a friend or family member
- To learn the truth
- To do one's share
- To see that resources are well allocated
- For recognition
- To make new friends
- To explore a career
- Parenthood
- To demonstrate commitment to a cause or belief
- To help a family member
- As therapy
- To do something different than their daily job
- For fun!!!
- For religious reasons
- To keep skills alive
- To repay a debt
- To donate their professional skills
- As a family tradition
- To be challenged
- To be able to criticize without personal jeopardy
- Because there is no one else to do it
- To get the meals, transportation, or other benefits
- To assure progress
- To protect clients from an institution
- To feel good
- To have an impact
- Because their boss expects it
- To be part of a team
- To learn something new
- To be an advocate
- To gain status
- To get out of the house
- For freedom of schedule
- Because they were asked
- Because of who did the asking
- To test themselves
- As an excuse to do something they love
- For escape
- To become an "insider"
- To be an agent of change
- Because of their personal experience with a cause or problem
- Guilt
- Because of interest in or concern for the particular client group
- To gain access to services for themselves
- To experiment with new ways of doing something
- As an alternative to giving money
- To be a watchdog
- To feel proud
- To stand up and be counted

Volunteer Position Description Worksheet

from: [The Volunteer Recruitment Book](#), 3rd ed., by Susan J. Ellis, © 2002



Position Title: _____

(Remember the word “volunteer” is a pay category, not a title!)

Description of Project/Purpose of Assignment:

Outline of Volunteer’s Responsibilities or List of Tasks:

(Give potential and limits.)

Outcomes/Goals:

How will you and the volunteer know that the job is being done well or that the project is successful?

Training and Support Plan:

How will the volunteer be prepared for the work and oriented to the agency? Who will supervise/ be the contact point?

Reporting:

What reports will be expected, in what form and how often?

Time Commitment:

Minimum hours per week/month? On any special schedule? For what duration of time?

Qualifications Needed:

Benefits:

What will the volunteer get in exchange for service (tangibles and intangibles)?

Recruitment Technique Options



Mass Media

- Television and radio
 - ▶ Commercial
 - ▶ Public/educational
 - ▶ Cable public access
 - ▶ Podcasts
 - Newspapers
 - ▶ Major dailies
 - ▶ Daily and weekly local community papers
 - ▶ Special interest publications
 - Billboards
 - The World Wide Web (*see page 11 for more about online recruitment*)
 - ▶ Blogs
 - ▶ Podcasts
 - ▶ Videos
- *Press releases*
 - *Feature articles you write*
 - *Feature articles written by reporters*
 - *Classified ads*
- Diminishing in importance as online news sources take

Special Circulation Publications and House Organs

- Newsletters of all sorts
- Company employee notices
- Organizational messages to members of any group or institution

Printed Materials

- Brochures
- Flyers
- Posters of various sizes for different places
- Inserts in mailings or handouts already distributed by others
- Special items such as bookmarks or placemats, to match a specific source

Public Speaking

- To organized groups (members already identify with each other)
- To random groups (audience is not already affiliated except for the shared interest of this class or event)
- Speakers Bureau

Slide Shows, Videos, Flash[®] Presentations

- To accompany speakers during a presentation
- As a stand-alone display at an exhibit
- Self-running whether viewed or not
- Viewer self-selects to see it

Booths and Exhibits

- At events sponsored by your organization
- At events already occurring in your community

Booths and Exhibits (continued)

- Volunteer Recruitment Fairs
- Bulletin boards of all kinds, especially in your own facility

Direct Mail

- Postal
- Electronic

Registries of Volunteer Opportunities

- Online (see list at www.energizeinc.com/prof/volop.html) and offline
- Through a referral agency such as a Volunteer Center or HandsOn affiliate
- Single day of service lists

Referrals

- One-to-one outreach by current volunteers and supporters
 - This includes making use of social networking sites such as Facebook® and LinkedIn®, because they are based on expanding circles of the contacts of the contacts of the contacts of one individual
- Asking key community leaders, professors, organization officers, etc. to recommend a qualified candidate

National Toll-free Numbers (for a promotion campaign covering a wide geographic area)

Events You Create

- Public forums on topics related to your mission
- Using recognition events as celebrations that also reach out to new prospective volunteers

Unclassifiable

- Tailored to a specific recruitment site or acting on a creative idea. Real-life examples:
 - ▶ Reaching college students at a local tavern with clever beer mug coasters.
 - ▶ Appealing to people at a laundromat with small packets of detergent accompanied with volunteer opportunity literature and the note: "We wanted to help you do your wash so you'd have time to read about our services."

Online Volunteer Recruitment



Your own Web site homepage comes first!!!!

- Are volunteers “visible” and findable?
- Are volunteer opportunities explained?
- Are current vacancies shown – and kept updated continuously?
- BE SPECIFIC with your “wish list”: skills, schedules, special needs.
- Can someone contact you via e-mail? Apply online?
- Are you using the Web site for recognition, training, and communication?
- Are you using photographs, audio clips, video or other tools to make volunteering real to the site visitor?

Recruit one or more volunteer “cyber deputies” to find and manage online resources for you.

Register your opportunities on every free site you can find —see list at: www.energizeinc.com/prof/volop.html

- Avoid generalized, bland, “we need help” postings.
- Post as many notices as necessary to cover all the different assignments. BE SPECIFIC!
- Always include your Web site URL so that prospects can learn more.
- Update often! Delete filled or changed positions right away.
- Hint:* Respond to any online inquiry within 72 hours at the most!

Do *targeted* outreach:

- Find places where people with mutual interests find each other: special-interest Web sites, newsgroups, online discussion forums. It’s target marketing heaven!
- Ask each site/group’s host or moderator how best to post information about why you particularly want *this* group to know about volunteering with your organization.

Make use of social networking sites (Facebook®, LinkedIn, or anything that will come next!)

- Start by finding out which volunteers and staff already have active profiles and ask them to post about volunteer opportunities to *their* friends and followers.
- Investigate avatar-based environments such as Second Life.
- Give electronic “badges” or graphics that can be posted to a profile or on any Web site:
- Use micro-blogging (Twitter is one example) to put out calls to action if you need quick response



Create your own blog, podcast, and videos

- First, ask volunteers who already blog to mention volunteering with you in their posts (with a link back to the volunteer page on your organization’s Web site).
- On your own blog, post interesting volunteer-related stories people will want to read (not blatant recruitment pitches) – invite volunteers to be guest writers, include pictures, etc.
- Interview volunteers (and staff and clients) via podcasts, always including contact info.
- Make short videos for YouTube and other video-sharing sites showing activity by volunteers.

For Further Learning about Volunteer Recruitment



Other Relevant *Everyone Ready* Resources

Depending on the *Everyone Ready* membership level of your organization, you may have access to some or all of the following topics. To access, just go to the “All Topics” section of your Main Page (located on the right in the orange sidebar) and use the search/sort functions to get to a topic.

- *Building and Sustaining Strong Volunteer Leadership*. Online Seminar by Carol Weisman
- *Cutting-edge Trends and Issues in Volunteerism*. Online Seminar by Susan J. Ellis
- *Interviewing, Screening and Placing Volunteers*. Online Seminar by Andy Fryar (to be refreshed May 2012)
- *Keeping Volunteers Motivated (So They Stay!)*. Online Seminar by Betty B. Stallings
- *Tapping Into Corporate Volunteer Programs*. Self-Instruction Guide by David Warshaw
- *Turning Single Days of Service into Longer Volunteer Involvement*. Self-Instruction Guide by Steve McCurley
- *Welcoming Diversity in Volunteer Participation*. Online Seminar by Tracy Brown.

On the Energize Web Site

- Recruitment section of the free Online Volunteer Management Resource Library: <http://www.energizeinc.com/art/subj/recruit.html>
- Recruitment Insights from Colleagues in the Collective Wisdom Area: <http://www.energizeinc.com/recruit.html>
- Information about the Internet, online community, and other emerging technological tools: <http://www.energizeinc.com/art/subj/inter.html>
- [Hot Topics](#) by Susan Ellis related to recruitment:
 - Short Attention Spans vs. Long-term Causes - <http://www.energizeinc.com/hot/2011/11may.php>
 - Both Receiving *and* Giving - <http://www.energizeinc.com/hot/2010/10feb.html>
 - Encouraging Entrepreneurial Volunteering - <http://www.energizeinc.com/hot/2006/06Nov.html>
 - “I Don’t Have Time” - <http://www.energizeinc.com/hot/2006/jul06.html>
 - If Not Your Homepage, Then Where? - <http://www.energizeinc.com/hot/aug00.html>
 - Recruitment Maxims - <http://www.energizeinc.com/hot/2005/mar05.html>

Web Sites for More Volunteer Recruitment Help

Beyond Recruitment

<http://www.nald.ca/FULLTEXT/Clo/cover.htm>

"An Online Workshop about Recruitment and Maintaining Volunteers in the New Environment" by Community Literacy of Ontario.

Stronger Together: Recruiting and Working with Ethnocultural Volunteers

<http://www.nald.ca/fulltext/heritage/ComPartnE/Strongr1.htm>

Online manual by the Central Volunteer Bureau of Ottawa-Carleton (Canada) about how to make volunteer programs attractive and accessible to ethnic minority volunteers, based on input from program managers with experience.

Volunteer Recruitment: Tips from the Field

<http://www.servicleader.org/leaders/recruitingtips>

Resource guide compiled by Sarah Jane Rehnborg and Betsy Clubine with a team of volunteer professionals from around the state of Texas.

Web Sites for Information about Using Social Media Well

The best place to begin any search for how to use any online and social media tool is:

TechSoup.org

<http://www.techsoup.org/learningcenter/?cg=lnav>

The "technology place for nonprofits," overall great site with up-to-date Internet info.

Another excellent site to get tutorials about social media is:

Social Citizens Blog - Glossary 2.0

<http://www.socialcitizens.org/blog>

As one example, see their tutorial "What is a blog, anyway?" at

<http://www.socialcitizens.org/blog/what-is-a-blog-anyway>

Coyote Communications

<http://www.coyotecomunications.com>

Jayne Craven's informative site.

Also produces Tech4Impact blog (<http://blogs.forumer.com/jcravens/43607/Tech4Impact>).

See: "Nonprofit Organizations and Online Social Networking: Advice and Commentary," in which Jayne includes the downsides of social networking, too

(<http://www.coyotecomunications.com/outreach/osn.html>).

Google® for Non-Profits

<http://www.google.com/nonprofits/allproducts.html>

Offers a variety of free online tools, with clear instructions, including Blogger. See online tutorials for Blogger (one of the free blog hosting sites), which apply as well to any other platform, such as Wordpress:

- http://www.blogger.com/tour_start.g
- http://www.youtube.com/watch?v=rA4s3wN_vK8

NetSquared

<http://www.netsquared.org/>

An initiative of TechSoup Global, this site wants "to jumpstart the leading edge of online technological change - and to help nonprofits use that edge to change the world!" Explains the new generation of online tools available that make it easier than ever before to collaborate, share information and mobilize support.

Books

Can be purchased using your Everyone Ready discount code in the Energize, Inc. online bookstore. Your discount code, which you will need to enter upon checkout, can be found on your Everyone Ready Main Page.

Ellis, Susan, J. [*Volunteer Recruitment \(and Membership Development\) Book, Third Edition*](#)

Complete guide to recruitment, from designing volunteer roles to assessing your organization's image to where and how to look for new volunteers. Long chapter on membership development for all-volunteer organizations.

Mattson, Matthew G. and Joshua A. Orendi. [*Good Guys: The Eight Steps to Limitless Possibility for Fraternity Recruitment*](#)

Learn how to develop a dynamic membership development campaign by applying great, practical tips from two college fraternity leaders (not just for recruiting volunteers on campus!).

Books (continued)

- McCurley, Steve and Rick Lynch. [Volunteer Management: Mobilizing All the Resources of the Community, 2nd Edition](#)
The most widely utilized text in the world on the theory and practice of managing a volunteer program, now updated and expanded.
- Stallings, Betty. [Training Module 2 in The 55-Minute Training Series: Volunteer Recruitment](#)
Explores targeted volunteer recruitment: develop a strategy of invitation to reach the best people to fill your volunteer positions.
- Stallings, Betty. [Training Module 4 in The 55-Minute Training Series: Volunteer Motivation](#)
Explores why people volunteer and teaches how to respect and respond to differences in motivational needs.
- Volunteer Centre Dacorum. [A Toolkit for Volunteer Speed Matching](#)
Think Speed Dating meets Volunteer Recruiting! One clever volunteer center outside of London produced this Toolkit for the perfect, fun and upbeat recruiting event.
- Wittich, Bill. [77 Ways to Recruit Volunteers](#)
An idea-a-page for successful recruitment.

Articles

- To read e-Volunteerism articles, access the journal from your Everyone Ready Main Page.*
- Campbell, Katherine H. "The Power of Personal Connections." *e-Volunteerism*, Vol. VI, Issue 2, January-March 2006.
- Casey, Maria H. "Creating a "Fear-Less" Speakers Bureau Program." *e-Volunteerism*, Vol. VI, Issue 3, April-June 2006.
- Clifton, Brenda. "The Name Game." *e-Volunteerism*, Vol. IV, Issue 3, April-June 2004.
- Ellis, Elizabeth. "Banking on Volunteer Talents." *e-Volunteerism*, Vol. VIII, Issue 4, July - September 2008.
- Ellis, Susan J. and Steve McCurley. "Where Are the Men?" *e-Volunteerism*, Vol. I, Issue 3, Spring 2001.
- Ellis, Susan J. and Steve McCurley. "Drop-in Volunteers and the Benefits of Flexibility." *e-Volunteerism*, Vol. IX, Issue 3, April 2009.
- Eystad, Melissa. "Focus on Membership Development: Three Organizations Share Effective Techniques." *e-Volunteerism*, Vol. I, Issue 3, Spring 2001.
- Fixler, Joshua. "Using Social Media in Your Volunteer Engagement Strategy." *e-Volunteerism*, Vol. IX, Issue 4, July 2009.
- Foster, Ian. "Getting the Attention You Want from the Media." *e-Volunteerism*, Vol. IV, Issue 2, January-March 2004.
- Fryar, Andy, Convening Editor. "Engaging Generation Y." *e-Volunteerism*, Vol. VIII, Issue 2, Jan 2008 - Mar 2008.
- Fryar, Andy. "Exploring Online Social Networking." OzVPM Hot Topic, Dec.'08-Jan.'09.
<http://www.ozvpm.com/pasthottopics/december08january09.php> (Be sure to read the responses for specific examples from a range of Australian organizations.)
- Gladstone, Debbie S. "Fun and Simplicity Make These Recruitment Techniques Work." *e-Volunteerism*, Vol. III, Issue 2, January-March 2003.
- Hanson, Elaine and Elizabeth Weinstein "Baby Boomers in Action! An Initiative in Iowa to Recruit Baby Boomer Volunteers," *e-Volunteerism*, Vol. VIII, Issue 3, April-June 2008.

Articles (continued)

- Horton, Mary Jane, Kristi Kehrwald and Helen Young. "Millennials: Incurable or Innovative?" *e-Volunteerism*, Vol. XI, Issue 3, April 2011
- Howlett, Steven. "Attracting Volunteers from the Private Sector." *e-Volunteerism*, Vol. V, Issue 2, January-March 2005.
- Howlett, Steven. "Identifying Promotional Appeals for Targeting Potential Volunteers." *e-Volunteerism*, Vol. VI, Issue 3, April -June 2006.
- Mattson, Matthew G. and Josuha A. Orendi. "Membership Recruitment Made Easy." *e-Volunteerism*, Vol. VII, Issue 3, Apr-June 2007.
- McCurley, Steve. "PSAs and Volunteer Recruitment Campaigns." *e-Volunteerism*, Vol. IV, Issue 4, July-October 2004.
- McCurley, Steve. "A User's Guide to On-line Volunteer Recruitment Sites." *e-Volunteerism*, Vol. I Issue 2, Winter 2001. (Outdated as to links, but still relevant in the principles it outlines.)
- Schwartz, Nancy E. "Can Social Networking Sites - like MySpace & Facebook Deliver for Nonprofits?" <http://gettingattention.org/articles/199/evaluation/social-media-value-nonprofit.html>
- Somerville, Bill with Fred Setterberg. "The Search for Outstanding People." *e-Volunteerism*, Vol. VIII, Issue 4, Jul-Sept 2008.
- Stallings, Betty B. "Six Training Exercises to Enhance Recruitment of Volunteers." *e-Volunteerism*, Vol. II, Issue 1, October-December 2001.
- Volunteering Australia. "Involving Volunteers from Culturally and Linguistically Diverse Backgrounds." January 2006. <http://www.volunteeringaustralia.org/files/JMEGYF6XFG/CALDInfosheet.pdf>
- Wikipedia. "Weblog Software." http://en.wikipedia.org/wiki/Weblog_software - includes list of the top 20 blogging software sources and types.

Susan J. Ellis



Susan J. Ellis is President of Energize, Inc., a training, consulting, and publishing firm that specializes in volunteerism and is the provider of the Everyone Ready® program. She founded the Philadelphia-based company in 1977 and since that time has assisted clients throughout North America, Europe, Asia, Latin America, Israel and Australasia to create or strengthen their volunteer corps.

Susan is the author or co-author of twelve books, including *From the Top Down: The Executive Role in Successful Volunteer Involvement* and *The Volunteer Recruitment Book* – several of which have been translated into Japanese, Taiwanese, French and Italian. She has written more than 120 articles on volunteer management for dozens of publications and writes the national bi-monthly column, "On Volunteers," for *The NonProfit Times*. In 2000, she and Steve McCurley launched the field's first online journal, *e-Volunteerism: The Electronic Journal of the Volunteer Community*, www.e-volunteerism.com for which she serves as editor.