

Slide 1: My name is Kim Cusimano, Executive Director of PIN, the People and Information Network- a community benefit sector leader in volunteer engagement, non-profit leadership, and community information in Southern Ontario. I am a graduate of the Conestoga College volunteer management program, leader of volunteers, both in paid and unpaid roles, an active volunteer, and an advocate for active citizenship. This module was created alongside my colleague, Emily Vincent, who has the breadth of experience and expertise in volunteer engagement specializing in volunteer screening through our work in Guelph-Wellington.

Slide 2: The objectives of this module are to provide an overview of the trends of volunteering and why people volunteer, to recognize the importance of diversity in your volunteer base, and to understand the motivations of various volunteers.

Slide 3: Through this presentation, we will look at topics that include the overview of the spectrum of volunteerism, planning for effective volunteer recruitment, and diversifying your volunteer base. This module begins with the needs assessment encompasses all the components of the volunteer engagement cycle. And by examining the motivations of volunteers, and by shifting on how you think about volunteer engagement, you will be able to adapt your strategies and practices for your audience.

Slide 4: In the previous modules, we have learned about the voluntary sector, the value of volunteering, the types of organizations, and how they engage volunteers. Now we will explore the various types of volunteers, their motivations, and how we shape our volunteer management to better attract and support volunteers through the volunteer engagement cycle. Also referred to as the development or volunteer involvement cycle, it outlines the circular framework that encompasses the core foundations of volunteer engagement. Beginning with the mission and vision of your organization, your organization values volunteers it understands the importance of investment of human and financial resources into service. This circular diagram represents an ongoing, adaptive, and cyclical process with the core goal of impact. Impact for your organization, your mission, your clients, or those receiving benefit from the efforts of volunteers, and also the volunteers themselves. This visual will help guide the next steps towards success. In this module, we will begin with assessing need.

Slide 5: As we learned in the administration module, assessing need is a fundamental foundation that may encompass a community-wide needs assessment, corresponding data review, and stakeholder engagement as examples. But have we considered the need of volunteers? One way to understand need is to be aware of the landscape. We can learn what the overarching story is in the data. Volunteering benefits all community members- from opportunities for families to volunteer together, youth, adults, and those in their senior adulthood. Whether long-term residents or new to the community, belonging and participating are integral lifeblood to health and wellbeing. By leading as the source of volunteerism in the community, it's important for your organization to have knowledge of volunteer involvement, to effectively engage the right people to help you fulfill your community benefit organization's mission. This human resource powers non-profits and charities to deliver on their mission. And while volunteer counts research includes informal volunteering as well, noted as 79% of the

population, we know that formal volunteering that supports vulnerable individuals is integral in the sector. Board leadership, volunteer driving, distress line volunteers, and more are in need. Formal volunteer involvement requires a support structure that engages in active recruitment, fulsome risk assessment, and screening. A lifeblood for community- research also indicates it's reciprocal. According to the research, contributing to the wellbeing of the community was named as a leading motivation among about a quarter of the volunteers.

Slide 6: Volunteering Australia describes informal volunteering as volunteering that takes place outside of an organizational setting. It is literally all around us. It's helping a neighbor with grocery shopping or snow shoveling, organizing a food drive or a rally for a cause you're passionate about. And it's important to recognize that as leaders of community benefit organizations and volunteer programs, you are already well versed in building relationships. Building relationships is at the heart of your work and when you shift your focus and begin on the great foundational programs already developed in the voluntary sector, then you can deepen the relationships you have in the community and begin to grow new ones. It moves away from a service provider and service recipient relationship or a colonized relationship to one that is based on common ground, mutual respect, and understanding. It's about creating opportunities for people to do more of what they do every day in their communities. Informal relationships are usually formed in the community where people are. Meet with community leaders to gain a better understanding of their needs. Be genuine, let go of preconceived ideas or plans. Listen first to understand and then to be understood. Then be willing to find out how you may help support the needs of the community. Informal relationships generally take time to develop and foster but can lead to stronger connections.

Slide 7: If informal volunteering takes place outside of organizations, formal volunteering is that that takes place within organizations including institutions and agencies. Formal relationships in the community benefit sector may include funders, donors, board of directors, and professional bodies. Depending on your organization, it may include federal, provincial, or municipal connections. Organizations that provide leadership, financial support, or professional standards require accountability for the use of resources provided for service delivery and standards of practice. Accountability is usually determined by the overseeing body and may take the form of a financial report, numbers of people serviced, number of volunteer hours, and projected cost of volunteer support provided. Formal volunteer roles have the structure in place as a mechanism of accountability and to mitigate risk for all involved. What formal and informal relationships does your volunteer program and organization already have in place? And is there a balance of formal and informal relationships? When you know the partnerships or the relationships that your organization has already developed, it becomes easier to determine if and where there may be gaps. Once you know the gaps, choose one relationship to begin with. For example, does your organization focus on food security or homelessness and yet not have any relationships in the community where people living with low income or are living with poverty? Or are there people who have a precarious housing or none at all? Do you offer youth programs yet have no relationships with youth of color?

Slide 8: Understanding formal versus informal volunteering is one area of focus as you adapt to your audience. If 79% of Canadians volunteer informally, what does that tell you? And how can you adapt? You also want to know what are the motivations for individuals to volunteer. They believe in the cause, want to use their skills and experience, they may have been affected by the cause or would like to explore their own strengths and improve jobs skills. It's more about the cause versus the name of the organization. Focusing on causes in recruiting may attract potential volunteers who may not recognize your organization's name. Our society is global now, and organizations are collaborating more in order to be efficient and to better meet the needs of the people they support and community members. Organizations and groups that provide services to end poverty, homelessness, food insecurity, coming together to create partnerships and apply for funding.

Slide 9: If we know formal versus informal volunteering and the top motivations to volunteer, it is also important to understand the barriers to volunteer involvement. A lack of time, unwilling or unable to make a longer term commitment, don't know how to become involved, because they give rather than volunteer, and nobody asked them. Have you considered that barriers to volunteering may also include not feeling welcomed? Access and understanding of the opportunities or perhaps generational and cultural differences? The 2021 volunteer management progress report completed by volunteer administrators over 22 countries revealed a trend over the last 6 years of surveys. Respondents continue to be white women of white European descent, or respondents using gender pronouns of she and her. Lack of diversity among those who work in the sector may also result in issues of inequity in volunteerism as a whole and unconscious bias.

Slide 10: About 8 in 10 Canadians volunteered their time in 2018. Through this data and reports, including bridging the gap, we know that the volunteer base is younger, leadership volunteers are older, more new Canadians are seeking volunteer opportunities and volunteers are looking for shorter term opportunities, whether they're project-based, event-based, or episodic, people want to volunteer as a group, especially youth and families, and volunteers want the flexibility to create their own roles. The reality here is that there's also a digital age competition. Social media, Netflix, online gaming. We need to consider our digital presence, our online access, and the ease of access, virtual cloud-based roles, social media, and gamification. As the world shifts and the landscape changes, volunteer involving organizations, and practices need to shift as well.

Slide 11: Knowing the volunteer landscape, trends, and your own organizational data, the resources present the opportunity to invest in strategic conversations and planning to desirable outcomes. Questions to ask. Do we have a solid awareness of our volunteer base? Do we invest in regular strategic conversations and planning? Do we assess our volunteer engagement strategy and the diversity and inclusion of volunteering? Do our roles help move the mission forward? And do we offer varied roles that appeal to a wide audience? Do these roles include a mix of in-person and virtual? Areas to consider making an investment include understanding those volunteer resources; understanding your unconscious bias; undertaking a regular review and gaining volunteer feedback and involvement; building meaningful relationships with

flexibility and accommodations; being sensitive to gender, culture, language and age; provide online engagement as part of your recruitment strategy; develop customized approach to engagement.

Slide 12: Adapting to your audience includes understanding motivations. The fundamental reasons why people volunteer both informally and formally vary between younger and older generations. From iGens or the Gen Z born between 1996 and 2012; millennials born between 1981 and 1995; Gen X born between 1966 and 1980; the baby boomers between 1946 and 1965; and the matures born between 1918 and 1945. Let's not forget about generation alpha who will be soon seeking community involvement hours. These individuals were born since 2013, and this generation does not know a world before cell phones and tablets, and they will be the first recent generation to experience their early childhood through a pandemic. global warming. and civil unrest. We will explore this further as we move ahead in this module.

Slide 13: As identified in the volunteer management foundations administration module, understanding the need is the fundamental foundation. So, steps to developing a recruitment strategy include how many volunteers do you need, where and how can you reach them? Who will recruit? What is the message and how will you get it out? How will you know if you were successful?

Slide 14: Knowing the need and what roles are then needed to support is vital. The position description is a key tool in the volunteer engagement cycle. Clear scope, alignment, expectations, questions to ask in the importance of the position design are, what do you need volunteers to do? What skills, attitudes, knowledge are required to do this job? What will be their motivations and potential barriers? And what does this position contribute to the organization's mission? When you were looking at developing the position description, you want to include the title of the volunteer role; the alignment to the organization's mission and how does this role assist in achieving that; the duties and responsibilities; the day, time, location; the tools, software; any clearly communicated policy themes, for example, flu shot, tuberculosis testing, or proof of vaccination; the skills and experience required for the role; the orientation training and support that will be provided; the benefits of volunteering in that role and with your organization; and how to apply and the next steps involved. The use of language and how we communicate is important. Consider how you may need to adapt your role description. Do you ask for feedback from volunteers to learn how the messaging is received? Do you know if it is clear? Do you provide accommodations? Whether that be an audio or video clip, as example. Are there visuals? Do you have your roles and your policies translated through Google, for example?

Slide 15: The number one reason people become involved as volunteers is because they were personally asked. And it's also important to diversify your volunteer base. And again, by understanding the landscape, motivations, and assessing your current practices and needs, you can diversify by building, expanding, and adapting to your community. Over the next few slides, we will look deeper into diversifying. If you have a clear sense of the landscape of your current volunteer base, what does that landscape tell you? Do you have a large percentage of boomers

or matures, little to no youth? Why is that? What roles are missing and how could roles be adapted to attract untapped audiences?

Slide 16: The following slides overview, diversifying your volunteer base through an overarching understanding of age cohorts, families, employee volunteers, and newcomers. While this information is based on stats and reports, it's also important to note that generalizing as such may not truly reflect all individuals. These slides offer a baseline and recognize the importance of individuality and seeing the person and not the label.

Slide 17: Matures or seniors like positions and tasks with a clearly defined outcome. For example, organizing events, being a board member, or canvassing. They're more likely to volunteer to use their skills to support a political or social cause, religious or spiritual beliefs as reasons for formal volunteering. Not likely to volunteer to improve career opportunities. You need to use your recruitment messaging to speak to the motivations and to reduce barriers. Those barriers may include no extra time, they're already volunteering, perhaps health problems or transportation.

Slide 18: Boomers are clear leaders who have impressive participation rates. They want meaningful and flexible opportunities. They are loyal but expect efficiency and effectiveness. Organizations that struggle to match boomer skills with tasks is a potential barrier. The perception that organizations are downloading unwanted tasks to volunteers and not being recognized for their wide skillset are among a list of potential barriers.

Slide 19: Generation X is smaller in numbers and have been referred to as the forgotten generation. Make sure they're not forgotten in your recruitment strategy. They seek opportunities to build skills and experience toward career development. They place value on the impact of their work, as well as independence and timely, ongoing feedback about the quality of it. They're attracted to organizations that offer personalized experiences and allow for effective use of time and flexible schedules. They don't want structured routines schedules or direct supervision.

Slide 20: Millennials want to experience the impact of their work and challenge the volunteering status quo. They want flexibility and the ability to define and create their own roles. They are just as likely to volunteer for an organization as they are to create their informal experience in the community when it is for a cause that they are passionate about. They have a strong interest in technology and social media and a deep global connection. They can be influenced by their peers indicating that there may be opportunities for volunteering in pairs or groups. Demonstrate the impact of their contributions and provide engaging experiences where they can create their own and flexible roles.

Slide 21: The number one reason Gen Z or iGen's volunteer is to improve job prospects. They also engage in community involvement hours connected to educational requirements, including graduation and co-op. They're most likely to participate in organizing and fundraising. The two most common formal volunteer activities by helping to organize, supervise, or coordinate the

activities or events to raise money. Less likely to be motivated to support a political, environmental, or social cause, but more likely to engage in informal volunteering. For the generation alpha, are we looking ahead? Five years, seven years? Begin by building your family and young person opportunities to engage this generation for the future.

Slide 22: Families are looking for casual opportunities to develop youth through volunteering. For example, virtual volunteering, one-time volunteer opportunities, and activities that are enjoyable for all ages. For families, we need to recognize that the commodity of time can be a challenge. There may be no appropriate opportunities for children or issues of child supervision while volunteering. They may be unaware of appropriate volunteer opportunities. Engaging as a family can be a bonding experience that instills kindness and human spirit through volunteering. Be creative and explore how your organization can engage families. From families with young children through to teens. Family day is a great way to introduce and engage family volunteers through do-it-yourself activities and events as example. And remember families come in all shapes, sizes, and dynamics.

Slide 23: Participation in volunteer activities is greater when employees receive support from their employers. Develop results-orientated projects, flexible, but structured volunteering with meaningful engagement. Some barriers may include the perception that ESV is an onerous process. Don't want extended open-ended tasks or positions. There may be employment related restrictions. Explore the opportunities for ESV dive deeper into motivation by understanding the values of the company. Are they seeking team building experiences or causes that align with their passions? Understand the return on your investment. Large group events may take considerable human resources from your organization. However, maybe the right fit for projects, strategic initiatives, and may translate into deeper relationships for the future. The volunteer management foundations, corporate volunteering module on corporate volunteerism is a fulsome resource in your toolkit.

Slide 24: Young people value an opportunity to learn new skills and build their resume. For example, education and research, social services, arts and culture, health, and housing, looking for skill development, meeting new people and building relationships, exploring potential career paths, and contributing to causes that they're passionate about and that builds a sense of independence. The barriers include not knowing how to become involved and that they were not asked.

Slide 25: New Canadians are motivated to volunteer because they believe in a cause where they wish to use their skills and experience or they're seeking Canadian experience. Barriers include not knowing how to become involved. That volunteering may not have been part of their cultural experience and they were not asked.

Slide 26: Why is it important to involve volunteers of diverse backgrounds in community benefit organizations? It better reflects the communities that they're a part of, builds on the strengths of the community, and better positions them to develop relationships within the community and be more effective and relevant. Audiences may include, but not limited to person

identifying, generations, culture, faith, skills-based, some sectors, including sports leagues and associations, festivals, and fairs, hospitals, hospice, and mentoring. Different audiences may have different strategies for recruitment. Adapting your communications, training, recognition as example are key.

Slide 27: How do we attract volunteers with diverse backgrounds, experiences, and abilities? One of the ways is by shifting how we think about our work and the language we use. Start at the beginning. Think about your organization and the work you do. Why does your organization exist? What are the relationships in the community? How do you involve volunteers and is volunteerism woven throughout and deeply rooted? Do you have inclusive language and practice? Do we screen volunteers in and not out? Do we ask for feedback? What volunteer roles, activities, events would most likely appeal to different audiences?

Slide 28: Create relationships with diverse age groups. Once you involve people of diverse age groups in your organizations, how can you further strengthen your service and enrich the volunteer's experience by creating opportunities for individuals to work together? What activities or events could iGens and matures work together on to share their strengths, skills, and experiences? Can multi-generational families volunteer together at a fundraising event? At a festival? A sports tournament?

Slide 29: Do you include the people who currently use or who have used your service as volunteers? By shifting your perception and practice of involving service users as potential volunteers, you can begin to recognize them as valuable contributors to your organization, which results in opportunities to strengthen the program and services you offer as well as improving lives through skill development, health, and wellbeing. Are there opportunities for mentoring or peer support roles for participants who are or who have transitioned out of service? Would a leaders in training program provide an opportunity for older youth to hone skills and develop leadership abilities while providing extra help? For example, in camps or sports groups. Could a person who used your services be coached to assist the leader of a group program or as a mentor for a new service user? Could a parent of a youth participating in your service take on a small administrative volunteer role? Or a family member be engaged as an active volunteer or ambassador because they're passionate about your cause.

Slide 30: How do you adapt volunteer engagement for your audience? Advocate for leadership, the board of directors, leaders, managers of your organization to endorse and support a cultural shift involving diverse groups. Provide education, professional development for all leaders, staff, and volunteers to understand the motivations, skills, and experiences of diverse groups. Review policies and procedures to ensure the foundational structure supports the cultural and practical shift. And evaluate and redesign programs and services to successfully engage volunteers of diverse backgrounds, skills, and abilities that incorporate their strengths.

Slide 31: So, where to begin? What is one practice, action, or behavior you can stop or a barrier you could remove that would attract volunteers from a specific group that would really benefit or strengthen a program or service? What is one practice action or behavior that you could

start that would adapt your volunteer practice to be more inclusive of a specific group that would really strengthen a program or service? What is one practice, action, or behavior that you could continue that already creates a welcoming, engaging environment for a specific group that you would like to maintain? What is one relationship formal or informal that your organization could develop or strengthen that contributes to community? Consider these questions as opportunities to explore. Create a focus group, survey volunteers, connect with colleagues, use the Volunteer Canada audit, and/or engage with a volunteer engagement consultation service to build a 360-degree perspective. What are the demographics of your community? The cultural composition. What are the potential collaborations, partnerships, where strategic investment of time and relationship building would grow your social capital and your outreach?

Slide 32: Volunteers have impact your organization's investment of resources, including the skills of a volunteer engagement professional, and the finances to support a volunteer involvement strategy and action will return. Use the volunteer management foundations to build the strong footing for the future. Thank you for your interest and investment of time and learning around the volunteer management foundations of adapting volunteer management to your audience. Please find the available resources, quiz, and reflection included in this module.