Recipes for Results:

Giving Your Volunteers What They Need!

Ingredients:
- 946 CASA/GAL Programs
- 1,200 Committed Staff Members
- 70,000 Dedicated Volunteers
- 1 Measure of Caring
- 1 Measure of Persistence
- 1 Measure of Fellowship

Directions:
Combine these ingredients in an hour of learning and sharing.

National CASA April 7, 2013
Presented by:
Barbara Darley, State Director
Blondean Funderburk, Regional Program Manager
Cass Elias McCarter Guardian ad Litem Program
Columbia, South Carolina
Objectives

1. To learn what motivates volunteers
2. To become familiar with how to use that information to guide and coach volunteers effectively
3. To train autonomous volunteers
What are your favorite recipes?

ACTIVITY: ICEBREAKER
<table>
<thead>
<tr>
<th>South Carolina Volunteer Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ 10,441 Children represented</td>
</tr>
<tr>
<td>✓ 2,661 Volunteers Advocates</td>
</tr>
<tr>
<td>✓ 20% African American, 79% Caucasian, and less than 1% each Asian American and Bi-Racial</td>
</tr>
<tr>
<td>✓ 80% are female, 20% are male</td>
</tr>
<tr>
<td>✓ 61% of GALs have a college degree or higher (South Carolina’s rate overall is 24.5%)</td>
</tr>
<tr>
<td>✓ Volunteer Retention Rate is 82%</td>
</tr>
</tbody>
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Recipe for Results

• Ingredients for Volunteer Management
  – Why do CASA/GAL’s volunteer?
  – 4 Types of Volunteers
  – Recipes for Motivating Volunteers

• Giving Volunteers What They Need
  – Best Support Practices
  – Advantages to the Volunteer & Staff
CASA/GAL Volunteer Managers

INGREDIENTS FOR VOLUNTEER MANAGEMENT
# Volunteer Management

## Ingredients for Volunteer Management
- 1 group of long range planners
- 1 lb. marketing and PR skills
- 1 dose of achievers
- 1 heaping help from your colleagues
- 2 1/2 cups of tenacity
- 1 cup of diligence

## Preparation Time:
Plan ahead for at least 3 years of cooking

## Combining the Ingredients:
Mix long range planning and diligence to know what motivates volunteers. Determine the best combination of ingredients for results you want to achieve, using a variety of ingredients that promote self-sufficiency. Bake a big volunteer pool using the internet and your Public Awareness Trainers. Scoop up strong relationships with community leaders. Choose a wide variety of ingredients from the following list:

- Structure
- Responsibility
- Reward
- Risk
- Setting Recruitment Goals
- Design satisfying work
- Have Personal Contact
- Inclusion
- Volunteer Retention
- Evaluate What works and What Doesn’t
- Screen Applicants
- Review Job Description
• Motivation is unique for different people
  – How well do you meet those needs?
• Motivation comes from the inside
• Recognition needs to be appropriate to the volunteer’s needs
• “Unmotivated behavior” is often caused by frustration that their needs are not being met
What motivates you?

ACTIVITY: MOTIVATIONAL ANALYSIS
4 Types of Volunteers

• Achievement
• Affiliation
• Power
• Community
# Achievement Oriented Volunteers

<table>
<thead>
<tr>
<th>Why they volunteer:</th>
<th>Accomplishments; develop a skill</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How to give them what they want:</strong></td>
<td>Create short wins</td>
</tr>
<tr>
<td><strong>Type of cases:</strong></td>
<td>Give them complicated cases to work on</td>
</tr>
<tr>
<td><strong>How to supervise:</strong></td>
<td>Limited input; let them do things their way</td>
</tr>
<tr>
<td><strong>Challenges:</strong></td>
<td>You have to respect what they want</td>
</tr>
<tr>
<td><strong>What they want:</strong></td>
<td>More responsibilities</td>
</tr>
<tr>
<td><strong>How to give them recognition:</strong></td>
<td>Set up experiences that meet 1+ of these needs</td>
</tr>
<tr>
<td><strong>Why they volunteer:</strong></td>
<td>Their needs are more relationship oriented</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td><strong>How to give them what they want:</strong></td>
<td>Give them a kid that will be bounced around volunteers</td>
</tr>
<tr>
<td><strong>Type of cases:</strong></td>
<td>Don’t give complicated or involved cases</td>
</tr>
<tr>
<td><strong>How to supervise:</strong></td>
<td>Their needs are more relationship needs</td>
</tr>
<tr>
<td><strong>Challenges:</strong></td>
<td>Create the most problems in the long-run</td>
</tr>
<tr>
<td><strong>What they want:</strong></td>
<td>Give recognition in front of people</td>
</tr>
<tr>
<td><strong>How to give them recognition:</strong></td>
<td>Do it more personally</td>
</tr>
</tbody>
</table>
# Power Oriented Volunteers

<table>
<thead>
<tr>
<th>Why they volunteer:</th>
<th>Think it’s a good place to network</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How to give them what they want:</strong></td>
<td>Let them be useful; get them to help recruit</td>
</tr>
<tr>
<td><strong>Type of cases:</strong></td>
<td>Short term cases</td>
</tr>
<tr>
<td><strong>How to supervise:</strong></td>
<td>Can help with retention rate; provide them more information</td>
</tr>
<tr>
<td><strong>Challenges:</strong></td>
<td>Will burnout first (stay shorter period of time)</td>
</tr>
<tr>
<td><strong>What they want:</strong></td>
<td>To be useful</td>
</tr>
<tr>
<td><strong>How to give them recognition:</strong></td>
<td>Has to come from someone important</td>
</tr>
</tbody>
</table>
## Community Oriented Volunteers

<table>
<thead>
<tr>
<th>Why they volunteer:</th>
<th>They have a burning to serve</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How to give them what they want:</strong></td>
<td>Validate them</td>
</tr>
<tr>
<td><strong>Type of cases:</strong></td>
<td>Less in depth, not involved with their cases</td>
</tr>
<tr>
<td><strong>How to supervise:</strong></td>
<td>Sit down occasionally and give them feedback</td>
</tr>
<tr>
<td><strong>Challenges:</strong></td>
<td>Never say “no” to something</td>
</tr>
<tr>
<td><strong>What they want:</strong></td>
<td>Like to please other people</td>
</tr>
<tr>
<td><strong>How to give them recognition:</strong></td>
<td>When they get asked a lot they feel validated</td>
</tr>
</tbody>
</table>
Become familiar with how to use that information to guide and coach volunteers effectively

**ACTIVITY: RECIPES FOR MOTIVATING VOLUNTEERS**
Recipe For Motivating a CASA/GAL

Ingredients for an Achievement Oriented GAL
(List the characteristics and challenges of this volunteer. What do they want from their GAL experience?)

Directions for supervising, motivating and retaining this volunteer:
Motivate this volunteer by doing this:

Assign this volunteer to these types of cases:

Recognize this volunteer by doing this:

This GAL does not like to disagree with case workers about a case, and backs down easily when there is a difference of opinion. How would you handle that situation?

Results: Long term effective volunteers!

Think of one of your volunteer who is achievement oriented. It would be someone who is very accomplished, and works at developing new skills. This person wants to be the best possible volunteer, maybe even an over-achiever.
Recipe For Motivating a CASA/GAL

Ingredients for an Affiliation Oriented GAL
(List the characteristics and challenges of this volunteer. What do they want from their GAL experience?)

Directions for supervising, motivating and retaining this volunteer:
Motivate this volunteer by doing this:

Assign this volunteer to these types of cases:

Recognize this volunteer by doing this:

This GAL calls the office daily to discuss their cases, and takes a lot of your time with routine matters. How would you handle that situation?

Results: Long term effective volunteers!
Recipe For Motivating a CASA/GAL

Ingredients for an Power Oriented GAL
(List the characteristics and challenges of this volunteer. What do they want from their GAL experience?)

Directions for supervising, motivating and retaining this volunteer:
Motivate this volunteer by doing this:

Assign this volunteer to these types of cases:

Recognize this volunteer by doing this:

This GAL gets bored with cases once they reach a monitoring phase, and doesn’t visit the child every month. How would you handle that situation?

Results: Long term effective volunteers!

Think of one of your volunteer who is power oriented. It might be someone who enjoys telling others that they are a GAL. They might perceive their volunteer work as a way to improve their status in the community, and to build their personal network.
Recipe For Motivating a CASA/GAL

Ingredients for an Community Oriented GAL
(List the characteristics and challenges of this volunteer. What do they want from their GAL experience?)

Directions for supervising, motivating and retaining this volunteer:
Motivate this volunteer by doing this:

Assign this volunteer to these types of cases:

Recognize this volunteer by doing this:

This GAL does not like to disagree with case workers about a case, and backs down easily when there is a difference of opinion. How would you handle that situation?

Results: Long term effective volunteers!

Think of one of your volunteer who is community oriented. This person doesn’t like to say no, and willingly takes as many cases as you will give them. They view their work as a GAL as a service to their community as well as the children.
Know how to train volunteers to be more autonomous

GIVING VOLUNTEERS WHAT THEY NEED
Best Support Practices

• Recognize burnout and offer assistance
• Celebrate accomplishments
• Communicate frequently; debrief regularly
• Promote interaction among volunteers
• Acknowledge and use input regarding processes
<table>
<thead>
<tr>
<th>Advantages</th>
<th>To the Volunteer</th>
<th>To staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To the Volunteer</strong></td>
<td>• Celebrate and be recognized for their hard work, and any positive outcomes</td>
<td>• Ensures that every CASA/GAL gets specific recognition at case closure</td>
</tr>
<tr>
<td></td>
<td>• All volunteers want and need feedback and validation about their efforts</td>
<td>• Gives a forum for coaching volunteers that isn’t negative</td>
</tr>
<tr>
<td></td>
<td>• Give assessment for ETO about safety of the child at case closure</td>
<td>• Review the entire case file to see the quality of investigation, monitoring and court report writing</td>
</tr>
<tr>
<td></td>
<td>• Give input as to the type of case they would like next</td>
<td>• Identify volunteers who are showing sings of burnout or system frustration</td>
</tr>
<tr>
<td></td>
<td>• Express frustrations at the system or CASA/GAL office</td>
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Recap

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Serves: A Better Life for Every child

Thank you!


• With contributions from Nathan Strong, Cherie Walker and Mandy Gonzales