

Facilitator's Guide

Generating Members, Volunteers and Leaders in Community Organizations

Rationale:

Successful organizations consist of members, volunteers and leaders who engage creative talents and interests to better serve the community. In order to effectively address community issues, the organization must assess its participant needs with specific roles and responsibilities necessary to take action.

Program Goal:

To examine organizational processes leading to successful participant recruitment and the fulfillment of mutually satisfying community service goals.

The extensive content of this topic may be require multiple one hour sessions:

Session One

Program Objectives:

- Define the differences between members, volunteers and leaders for organizational need assessment
- Examine the needs assessment process that directs successful recruitment of members, volunteers or leaders necessary for achieving the organization's mission
- Develop needs based roles and responsibility position descriptions to successfully recruit and fill member, volunteer or leader organizational roles

Session Two

Program Objectives:

- Employ an effective participant recruitment plan necessary for achieving organizational goals and objectives
- Examine individual selection and screening placement processes for best fulfilling organizational roles

Pre-Program Preparation/Materials:

- Secure laptop computer, projector and wireless access capacity.
- Download PowerPoint Presentation: KELD Leadership Curriculum "Generating Members, Volunteers and Leaders in Community Organizations: Grow Your Group by Building Its Membership".
- Review CLD2-3 "GEMS Administrative Model Overview" to understand content sequence in overall organizational leadership development process.
- Prepare copies of CLD2-4 "Generating Members, Volunteers and Leaders in Community Organizations: Grow Your Group by Building Its Membership" for participants.
- Prepare copies of participant activity handouts and activity cards:
 - » *Coffee County Organizational Needs Assessment Discussion Guide example handout for Learning Activity 2.*
 - » *Volunteer Position Description Component Cards & Template handout for Learning Activity 3*
 - » *Coffee County Extension Homemaker President Roles & Responsibilities handout for Learning Activity 3*
 - » *Volunteer Recruitment Plan Discussion Questions handout for Learning Activity 4*
 - » *Coffee County Extension Homemaker Member Interest Survey example handout for Learning Activity 5.*

This leadership curriculum was developed by Family & Consumer Science (FCS) agents with University of Kentucky specialists. Examples in the guide are geared toward an FCS audience such as Kentucky Extension Homemakers. This guide may be reproduced or modified for educational or training purposes and used with other audiences.

Introduction:

Successful organizations consist of people who serve the community by engaging their creative talents and interests to serve the organization as well as the community. Effective organizations are composed of a variety of members, volunteers and leaders. The collective interests, skills and abilities of these individuals can be called to action in order to fulfill identified community needs and assist or serve specific clientele, audiences or populations. But what type of participant does your organization really need?

Introductory Activity:

Pose the following group question for discussion:

“Can a person be a member of an organization and not volunteer or be a leader?”

Let members respond with different ideas to introduce the concept of differences in current and future participant roles.

Respond: “Many organizations talk about recruiting new members, holding a membership campaign, without considering what they really need from participants. Understanding the differences between members, volunteers or leaders and what type of participant they need to accomplish their goals is the first step for successful recruitment”.

Objective 1: To define the differences between members, volunteers and leaders for organizational need assessment

Share the excerpt below to help define the differences in an organization’s member, leader or volunteer:

“Not all members actually become volunteers in an organization. Volunteering requires active participation and involvement. It is possible to be a member of an organization without ever voluntarily contributing time, talents or service to it. Likewise, not all volunteers become leaders. A leader is an individual who shares leadership skills with a group. An important component of leadership is a group of followers. Individuals who are actively involved in the church but do not assume a leadership position contribute as volunteers.

All three groups—members, volunteers and leaders—have important roles in the organization and are dependent upon each other to complete their role. However, organizations may have different needs. For those organizations that simply need to build support or funding capacity, recruiting dues-paying members may be the priority. For member-rich organizations, or those whose goals, programs, projects or activities

require additional input or service, volunteer recruitment should be the focus. An established organization may find that building its leadership base is the most important need. This is especially critical for identifying future goals or building relationships with community stakeholders and elected officials.”

What type of participant should your recruitment activities target? Understanding the difference between members, leaders or volunteers is the first step.

Learning Activity 1:

Ask for group response: *What roles do the following participants have in their Extension Homemaker organization? Leader, Member or Volunteer?*

- **Tammy:** Pays annual dues as Homemaker member at large and contributes to the Ovarian Cancer Research Fund – receives monthly materials in the mail (**member**)
- **Susan:** Pays annual member-at-large dues; serves on Jacksonian Quilt Show Committee, registering all quilt entries as they come into the quilt show (**volunteer & member**)
- **Martha:** Pays club member dues; serves as Club President and County Cultural Arts chairman of Coffee County Extension Homemakers (**leader & member**)
- **Pat:** pays annual member-at-large dues; serves as the FCS Representative on the County Client Protection Committee; serves as chairmen of the Coffee County Homemakers River Valley Heritage Festival (**Member, volunteer and leader**)

Objective 2: To examine the needs assessment process that directs successful recruitment of members, volunteers or leaders necessary for achieving the organization’s mission

A needs assessment provides a “big picture” look at the organization and its programs. Assessing needs determines what tasks need to be performed in order to accomplish the goals of the organization. The vague idea of “we need more volunteers in order to get things done” must be defined. A needs assessment is conducted by assembling a group of individuals representing different groups and segments of the community, and soliciting their input and advice about a specific problem, issue, need or concern. Once identified, these problems, issues, needs or concerns become a basis for programming, based upon the mission of the community organization. In other words, after having identified these problems, issues, needs and concerns, the group then determines “How will

our organization respond and what do we hope to accomplish through the efforts of members, volunteers and leaders?" Which type of participants do we need to accomplish our goals?"

Learning Activity 2:

Distribute the *Organizational Needs Assessment Discussion Guide sample* to small groups: Read scenario to group:

Coffee County Extension Homemakers discuss community issues, in preparing for their plan of work. They collectively agree on one specific issue that is important to the community. Discuss the following questions:

- What was the community issue?
- What did they re-state as their mission?
- Is their organization's mission relevant to this community issue?
- How did they choose to respond to this issue?
- What were their participant recruitment needs – members, leaders or volunteers?
- What roles did they need to define for members, leaders, or volunteers for accomplishing this goal?

Objective 3: To develop needs-based roles and responsibility position descriptions to successfully recruit and fill member, volunteer or leader organizational roles

Share: *The very essence of leadership is its purpose. And the purpose of leadership is to accomplish a task. That is what leadership does—and what it does is more important than what it is or how it works. ~ Colonel Dandridge M. Malone*

A good leader understands what is expected in order to accomplish purpose!

In order to recruit volunteers and leader to accomplish organizational goal and to recruit the best person for the role, the duties, role and responsibilities of each leadership position should be articulated in a written volunteer position description. Volunteer position descriptions include a written explanation of the position and role and constitute an agreement between the individual and the staff member or other organizational leader. Position descriptions help everyone, including both potential and current volunteers as well as the volunteer administrator, understand their duties, responsibilities, and the expectations of the position. People who don't understand what's expected either won't volunteer, or won't experience success or won't have a positive experience.

Learning Activity 3:

Pass out *Position Description component cards* to random participants. Distribute *volunteer description template and example Coffee County Extension Homemakers President's Role Description handout example* to group participants. Ask participants to 'shout' out components by number order. After each component, ask group to look at *Roles & Responsibilities for Coffee County Extension Homemaker President* and provide the required information from the example for each component.

Example:

Facilitator: "What's the first component of a volunteer position description?" Participant with #1 shouts "Position Title!"

Facilitator: "What is this on our example?"

Answer: County Homemaker President

Ask group:

- Where would you find the information to include under the specific position components? (county constitution, standing rules, etc.)
- How do listings of specific roles and responsibilities help with recruiting new volunteers or leaders to the organization?
- How will using this tool better enable the organization to accomplish its goals?

Objective 4: To employ an effective participant recruitment plan necessary for achieving organizational goals and objectives

So now that you know what type of participant you may need to accomplish your goals, how do you develop a recruitment plan based on the member, type of volunteer or leadership your organization needs? Review *the Eleven tips as a Foundation for a Successful Recruitment Plan* (using Power Point Slides):

- **Conduct an organizational needs assessment.** Identify the specific tasks that need to be done in order to fulfill the needs of the group or organization.
- **Define the task (through a needs assessment) and role** (defined in a position description).
- **Market your organization and its volunteer opportunities throughout the community, using a variety of marketing strategies.**
- **Look around and ask: "Who's not here?"** then recruit someone from an unrepresented group. (Increases your leader pool)
- **Recruit for skills, interests, or specific abilities rather than recruit specific individuals.**

- **Begin with short-term, episodic (a single episode) involvement.** (Do not overwhelm new volunteers!)
- **Appeal to the individual's own interests and motivation.** (Based on member interest surveys)
- **Use a "wide angle lens" for volunteerism.** (Begin with the general purpose of the organization, then narrow the search as you learn more about the individual's own interests.)
- **Send a member to recruit a member. Ask a volunteer to recruit a volunteer.**
- **Make good use of people's time by asking them to serve the organization in meaningful ways.**
- **Offer "perks," incentives and rewards as recognition for outstanding efforts.**

Learning Activity 4:

Review the *Coffee County Extension Homemakers Needs Assessment Discussion Guide* results. If the Coffee County Extension Homemakers want to hold a community cooking show, to encourage families to include more fruits & vegetables in meals, how would they develop a volunteer recruitment plan? Discuss the following questions on PowerPoint in small groups; allow time for group responses

- What tasks need to be accomplished for this event? What roles will it take? (**Examples:** a committee chairman, volunteer representatives from each club for event planning committee, event marketing volunteer, event samples provided by club members, registration volunteers, participant sample bag solicitor volunteers, etc)
- How do they market to find new members (or existing members) who might be interested in taking on event roles? (**Examples:** advance news photo promoting planning committee and project; newsletter article outlining volunteer needs, website or Facebook post posts recruiting members)
- What tools can be used to recruit for skills, interests or and abilities in individuals, rather than just shift the responsibilities to a position? Should the County Foods, Nutrition & Health Chair necessarily be the event chair? **A survey, needs sign-up sheet, etc.**
- Who should recruit for volunteer roles? The Extension Agent or Homemaker members?
- How do we make sure the volunteer or leader's time is well-spent? **Clear responsibilities outlined, clear meeting time/location schedules, clear project timeline.**

Objective 5: To examine individual selection and screening placement processes for best fulfilling organizational roles

Share: "Common screening processes for volunteer organizations that involve a specific screening protocol include completing an application, undergoing a background check, being interviewed and checking references. Generally, organizations whose clientele include children or at-risk audiences require the highest levels of screening. If projects or activities are a focus of your organization, it is helpful for the organization to ask each member to complete an interest inventory. The interest inventory is used to determine what people enjoy doing, what they're good at doing, what projects or activities they are interested in, as well as the skills, interests and abilities that each person can share."

Share: "Members can be recruited with a membership campaign promoting the organization's mission, goals and appeal to personal interests." Current members can become volunteers through the use of a Member Interest Inventory, with these goals in mind:

- Identify what specific interests might have that could be used with new volunteer role opportunities.
- Match special interests skills and abilities to specific volunteer roles available in the organization.

A member interest inventory or survey for Extension Homemakers should be provided to new members when they join and include sections for listing personal interests, as well as potential volunteer opportunities from the organization's annual plan of work or county action plan. A member interest survey would be updated each year for current project volunteer needs and could used to match interested new members for project committees and potential leader roles.

Learning Activity 5:

Ask members to provide components that would be included in an annual Member Interest Survey. (example answers would be member's name, club or member-at-large, contact information, optional family information, hobbies, work/career information, skills & talents, specific checklist events, projects from the plan of work, other volunteer interests.

Ask participants to participate in this scenario exercise:

You are the chair of the Jacksonian Days Community Cooking Show committee. A successful event requires many skills and talents. You are handed Jane Doe's Coffee County Extension Homemaker Member Interest Inventory.

How can you use Jane's information to help with volunteer needs? Should Jane be referred to other project activities other than the Cooking Show?

(Examine Jane's Member Interest Survey in small groups; ask members to generate ideas on projects, roles that Jane could be asked to be part of, based on her personal interest and talent information)

Ask:

- Now that you have examined a representative member interest survey, what types of items would you include on your organization's member interest survey?
- Whose responsibility would it be to develop, distribute and utilize the information?

Summary:

Share: "Generating members, volunteers and leaders is an important component of all community organizations. Without new members, volunteers and leaders, all organizations will eventually wither and die. The first step in generating members, volunteers and leaders is to conduct a needs assessment. The information gathered in the needs assessment is utilized

to develop position descriptions for volunteers and leaders. Position descriptions articulate the general purpose of the role, as well as the specific responsibilities. Identifying and following a recruitment plan and selection process will ensure that your organization and its membership will remain strong, viable, healthy and active!

References

- Culp, III, K. (2011). *Effective 4-H Councils*. 4-H-009. University of Kentucky Cooperative Extension, Lexington.
- Culp, III, K., Deppe, C.A., Castillo, J.X., & Wells, B.J. (1998). The GEMS model of volunteer administration. *The Journal of Volunteer Administration*. 16 (4) 36-41.
- Culp, III, K. (2004). The GEMS toolbox. [On-line] Available at: http://www2.ca.uky.edu/4hgguide/gems_toolbox Accessed on February 22, 2012

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Organizational Needs Assessment Discussion Guide

— Sample —

Current priority community problem, need or issue:

Obesity. Families don't eat enough fruits and vegetables and they include too much fat and calories in their diets.

What is our organization's mission?

KEHA is a volunteer organization that works to improve the quality of life for families and communities through leadership development, volunteer service and education in cooperation with the University of Kentucky Cooperative Extension Service. Across the state, county extension agents for Family and Consumer Sciences work closely with KEHA members and clubs to provide educational programming and coordinate community activities.

Is our mission relevant to this community issue?

Yes. Learning about nutrition and healthy family meals for long-term health is part of the Coffee County Extension County mission.

If the issue is relevant to our mission, how will our organization respond to this issue?

Coffee County Extension Homemakers could sponsor a community cooking show with members of our farmers market using fresh, local fruits and vegetables.

What do we hope to accomplish through the efforts of our members, volunteers and leaders?

Do we need to recruit members, volunteers or leaders to accomplish our goal?

Coffee County Extension Homemakers can focus the cooking show on incorporating fresh fruits and vegetables with entrees, sides, salads and desserts using a quick menu approach; maybe invite a local chef and our farmers market members to also participate in live demonstrations and invite the general public to the show; focus on getting young families to attend.

In what ways can we increase the involvement and participation of members, volunteers or leaders in our organization to accomplish our response goal?

Coffee County Extension Homemakers need more volunteers and leaders from our membership; We need a cooking show program planning committee and a chairman (maybe use our club foods and nutrition chairs and other interested members). We need to recruit members to volunteer for marketing the event, and we need volunteers to work with farmers market producers to prepare samples of the recipe demonstrations.

Position Description Component Cards

(Index cards for Learning Activity 3.)

Position title

*Specific
responsibilities*

*Time
requirement*

*Support
provided*

Location

Benefits

*General
purpose*

*Leader/mentor/
supervisor*

Qualifications

VOLUNTEER LEADERSHIP POSITION DESCRIPTION

POSITION TITLE:

(Identify the actual position title.)

TIME REQUIRED:

(Estimate the total time required for both preparation and actual volunteer efforts.)

LOCATION:

(Identify where the volunteering will occur.)

GENERAL PURPOSE:

(Identify the overall volunteer responsibility.)

SPECIFIC RESPONSIBILITIES:

(Identify specific responsibilities of the volunteer position.)

QUALIFICATIONS:

(Identify specific skills and abilities necessary for a volunteer in the specific position to be successful.)

SALARY & BENEFITS:

Unsalaries; volunteer. This position does not imply paid employment with the University of Kentucky. (Identify all benefits and "perks" which are available through this position.)

SUPERVISOR:

(Identify the name, address, phone, cell and fax numbers and e-mail address for the supervisor(s).)

Name: _____

Address: _____

Phone: _____ **Cell:** _____ **Fax:** _____

E-Mail: _____

I have read, understand and agree to abide by the duties and responsibilities as set forth in this position description.

SIGNATURES:

Signature of volunteer

Date

Signature of supervisor

Date

Coffee County Extension Homemakers

Position Title:

President

Qualifications:

The County President should have:

- Written and verbal communication skills
- Organizational skills
- Like people and be sensitive
- Appreciate members
- Good follower as well as good leader
- Be enthusiastic
- Know Parliamentary Procedure for conducting meetings
- Must have been a Club officer or chairman and have completed leadership training
- Member of Coffee County Extension Homemakers
- Served as club officer or chairman

Time Required/Duration Of Appointment:

One Year

General Purpose:

To facilitate and provide leadership to the county council and organization for developing and implementing educational, leadership and volunteer programs.

Specific Responsibilities:

- Serve as official county representative at organizational and community activities.
- Represent Coffee County Homemakers at the Chamber of Commerce functions.
- Present the outstanding FCS Student Award at the CCHS Awards Night (or Scholarship Chairman).

- Prepare agendas for quarterly county council meetings (4th Monday in January, April, July, October) two weeks prior to the meeting for distribution.
- Presides over Council and organizational meetings using parliamentary procedures during business portions.
- Coordinate member interest survey's with county Vice President for Program for committee appointments.
- Appoints plan of work program/project committees with appropriate county officers and chairmen and members.
- Facilitates project implementation with officers, chairs and members and Extension Agent.
- Serve as County voting delegate at Area Homemakers Council Meetings (Feb and July) and the Area Homemaker Meeting (October).
- Provide written report (one copy) of County Program of Work activities for Area Council Meetings.
- Serves as Executive Committee Chairman for all business decisions.
- Facilitates annual leadership and officers training program with President Elect, Vice President for Leadership and County Extension Agent.
- Facilitates training of President-Elect.

Mentor/Supervising Professional:

Your mentor will be your county Family and Consumer Sciences Extension Agent, UK Cooperative Extension Service.

Educational programs of the Kentucky Cooperative Extension Service serve all people regardless of race, color, age, sex, religion, disability or national origin.

Coffee County Extension Homemakers Member Interest Survey

Name: *Jane Doe*

Phone: *270-237-5716* **E-mail:** *jane.doe@nctc.com*

Address: *2222 Barren River Lake Road, Scottstown, Ky 11111*

Family Information: *married, two grown children, one grandchild*

My Hobbies: *hiking, quilting, gardening, reading, community choir*

My Work/Career: *retired elementary school teacher, part-time adult education GED tutor*

Talents & Skills: *singing/piano event planning, community volunteer
I also enjoy - traveling, good food!*

I would love to help with these Extension Homemaker projects:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Jacksonian Days Quilt show | <input type="checkbox"/> 4-H Youth Workshops |
| <input type="checkbox"/> Relay for Life Team | <input type="checkbox"/> Recycling Days events |
| <input type="checkbox"/> International Night | <input type="checkbox"/> Consumer Reality Store for Teens |
| <input checked="" type="checkbox"/> Heart Healthy Women's Brunch | <input type="checkbox"/> Center for Courageous Kids |
| <input checked="" type="checkbox"/> Spring Fling Community Cooking Show | <input checked="" type="checkbox"/> Haven for Change Kitchen project |

Other Volunteer interests: *enjoy working with community health projects*