

Volunteer recruitment and selection

Rob Jackson, Director



A bit about me

Rob Jackson FRSA

- Over thirty years working in volunteer engagement
- Global thought leader on volunteer engagement
- Writer, speaker, trainer and consultant
- Work with clients around the world
- Active volunteer since school days



Our time today

- A five step process for recruitment success
- The importance of good customer service in recruitment and selection



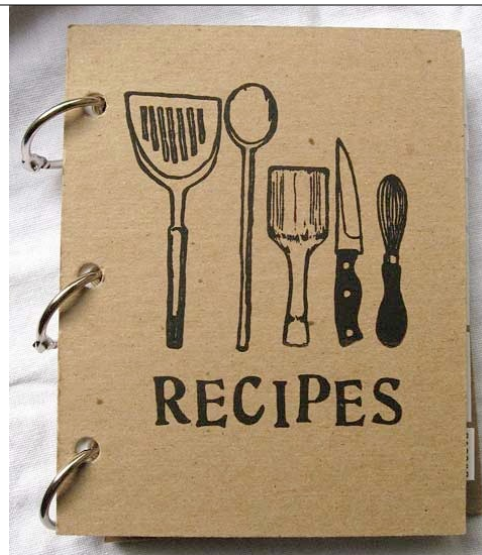
“Good volunteer selection and matching is a key trait for successful volunteer programmes. It is the point at which a correct decision will either support or undermine the nature of the volunteer / organisation relationship.”

The Complete Volunteer Management Handbook
Hogg, Locke, Lynch and Jackson

Recipe for success

Volunteer recruitment

1. Be clear about the work to be done
2. Define who is best suited to do the work
3. Find out where potential volunteers can be reached
4. Choose the best recruitment technique
5. Develop the right recruitment message



“Attempting to recruit volunteers without first having developed worthwhile positions to offer them is equivalent to attempting to sell a product to people who have no need for it. It can be done, but the buyer may well become unhappy later. And when volunteers are unhappy, they don’t stay around long.”

The Complete Volunteer Management Handbook
Hogg, Locke, Lynch and Jackson

Great volunteer roles

Pay people with meaning

- Fulfil the motivational paycheque
 - Make a difference
 - Don't waste peoples' time
- Each person's own unique mix
- Result in volunteers doing things that really benefit the organisation and cause / clients
- Recognise the ways in which volunteering is different from paid work

**MAKE
YOUR
PASSION
YOUR
PAYCHECK**

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Lessons from games

- Ownership
- Responsibility for results
- Authority to think
- Keeping score



Define who is best suited to do the work

- Problem with recruitment is not insufficient volunteers
- Problem is not enough of the 'right' volunteers
- Who are the 'right' volunteers for you?
- Capability, motivation, availability etc.



Find out where potential volunteers can be reached

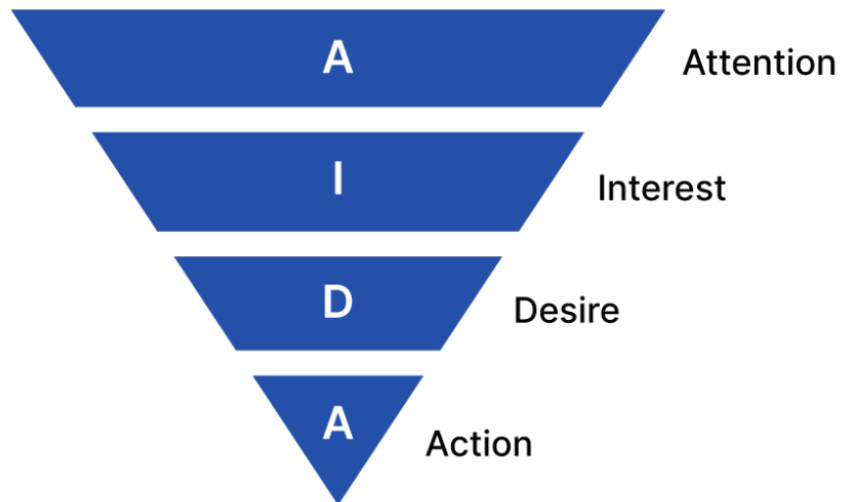
- Avoid the broken clock problem
- Get specific
- Where would you find volunteer drivers with own cars available in the daytime?
- Get creative



Choose the best recruitment technique

- Warm body recruitment
- Word of mouth
- Targeted recruitment
- Third party support
- Online





Volunteering changes lives.

- Learn new skills.
- Help to save lives.
- Be part of a great team.

Find out how volunteering with us could help you.

Pop in and see us, visit bhf.org.uk/shops or give us a call 0844 412 5000*



British Heart Foundation



Some people will remember an ad of ours forever. They were where you are now. Enjoying a lovely tube ride. Looking forward to the winter streets above. Going to work. Going home. Same old same old. But they read our ad on the tube one day. They decided it was time for a change. Not just in their lives, but in the state of the world. They are not on this train anymore. They are living and working in the poorest countries in the world. They volunteered to share their professional experience. To leave behind the ordinary and the everyday, and make every day extraordinary. They are doing it now. So can you. This is another of those ads. This is the website: vso.org.uk. This is the number: 020 8780 7500. Is this your day?



Pitch partners

- Pitch a recruitment message for a live volunteer role to your partner
- Ask them for the three most interesting elements
- Refine and pitch again in 45secs
- Get feedback again
- Refine and pitch again in 30 secs
- Swap roles



Reflection

- What has struck you from the five step process we have just outlined?
- What can you do now to improve your volunteer recruitment practice?
- What support might you need to implement change?



The importance of
good customer
service in recruitment
and selection



"In some ways volunteer involvement resembles any customer service relationship. Those volunteers who feel that they receive good service are likely to continue with the agency and those who do not feel as though a good relationship has been established are likely to leave. This relationship is most fragile in its early stages, and is particularly fragile when the prospective volunteer is in first contact with the organisation, inquiring about the possibility of volunteering."

The Complete Volunteer Management Handbook
Hogg, Locke, Lynch and Jackson

“Just about every aspect of your business from your pricing to your product to your marketing strategy can be copied. But your customer service is unique and no one can duplicate it. So, be personable and proactive and you can ride your customer experience all the way to the top.”

Jay Baer, Hug Your Haters



What does the research tell us?



Hobson & Malec (1999)

500 United Way-affiliated agencies in the US Midwest

- Only 49.3% received an offer of assistance ('May I help you?')
- 70% did not receive the name of the staff person answering the phone
- 26% were not referred to the appropriate agency contact person
- When the contact person was not available, only 49% were asked for their name and phone number
- Only 30% received call-backs when a message was left
- In 16% of the calls, prospective volunteers were not thanked for contacting the agency



More recently

- In a 2012 survey by Community Action Derby, 34% of potential volunteers never heard from the Volunteer Involving Organisations they contacted.
- In 2015, 20% of people surveyed said they "applied once" for a volunteering post but did not receive a response (Do-It Trust).
- NHS Volunteer Responders
 - "750,000 volunteers were recruited and 436,000 volunteers have been active as of May 2021. That means 314,000 volunteers who were recruited in March last year to make a difference during the pandemic have had nothing to do for over a year."



"Generating fresh energy for volunteering without providing adequate pathways into meaningful roles is just leading people on, and an excess supply of disappointed volunteers feeling ghosted by potential suitors will soon turn toxic."

Gethyn Williams

Good and bad customer service

Exercise

- **Share a couple of examples of good quality customer service**

- What was the company?
- What was it about the experience that made it good?
- How can you apply that to your work?

- **Share a couple of examples of bad quality customer service**

- What was the company?
- What was it about the experience that made it bad?
- How can you apply that to your work?

Moments of Truth

Jan Carlzon (1989)

- Good or bad customer service is subjective.
- What is important in providing good service is not so much the absolute quality of the service as the perception that the customer has of the quality of the service.
- How can we create moments of truth?



Moments of truth

Exercise

- **Consider aspects of the volunteer engagement cycle, for example:**
 - The prospective volunteer's initial approach to the charity
 - The process of selecting and matching the volunteer with a position
 - Ongoing support and supervision
 - When the volunteer leaves
- **As you think through these areas consider:**
 - What perception is likely to be formed by a volunteer during this interaction?
 - Are these different for different volunteer markets?
 - What can be done to shift that perception in a more positive direction?

Customers don't measure
you on how hard you tried.
They measure you on what
you deliver!

-- Steve Jobs



QUESTIONS?



Action planning

- What has been the most useful thing we've looked at?
- What has been the topic/issue that has challenged you the most?
- What one thing will you do immediately?
- What will you have done in two months time?



Getting in touch

- rob@robjacksonconsulting.com
- [+44 \(0\)7557 419 074](tel:+44207557419074)
- www.robjacksonconsulting.com
- <https://linktr.ee/robjconsulting>

