

Identifying and Developing Stakeholders, Leaders, and Volunteers

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Stakeholder Engagement

You need a comprehensive management strategy for volunteers,
BUT FIRST... your organization and community leaders must understand

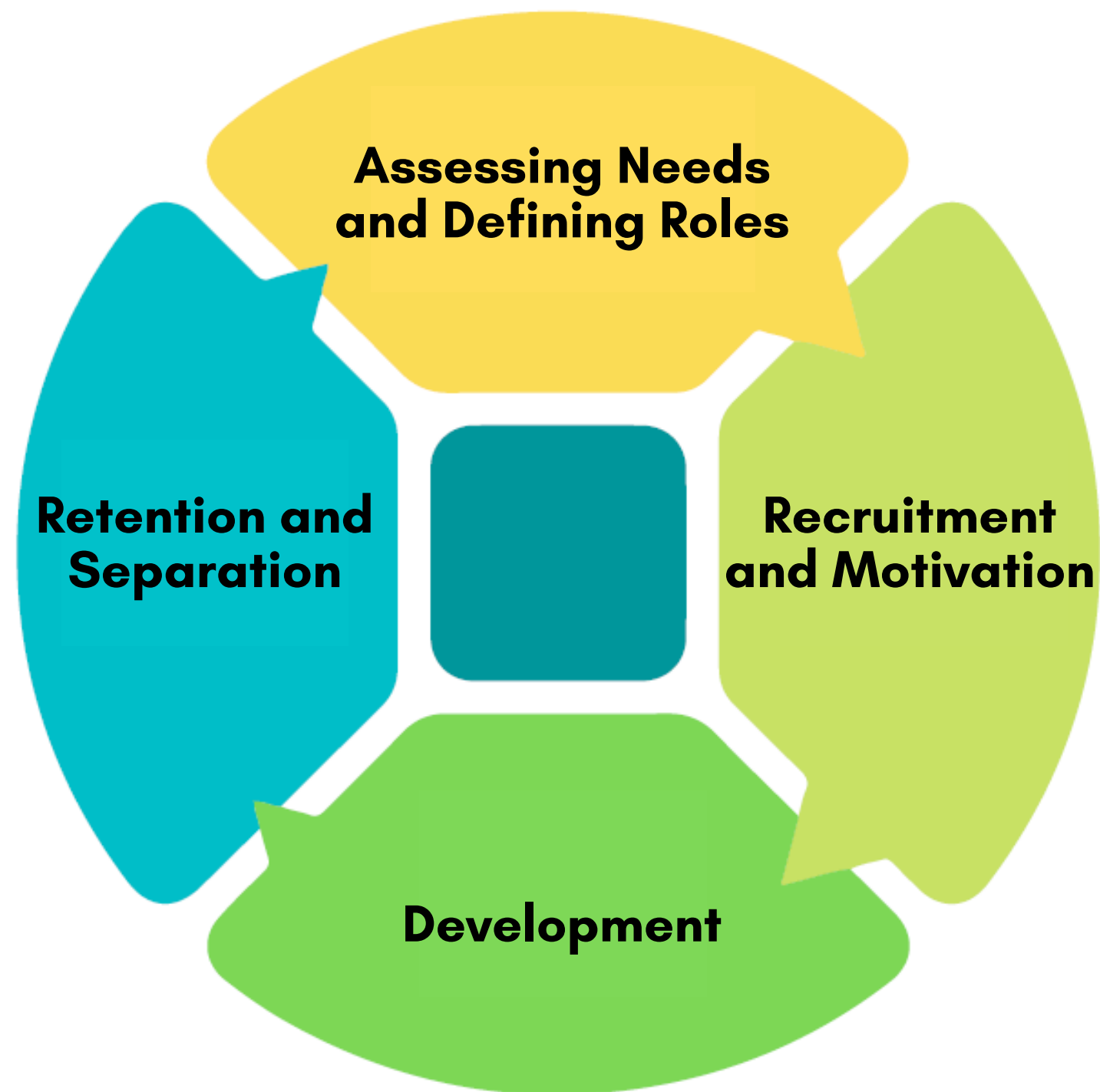
1. What you're trying to accomplish - mission, objectives, etc.
2. How your volunteers can help you get there - skill set, resources, motivation, etc.
3. What volunteer models would be best suited for the task at hand

Volunteer Management

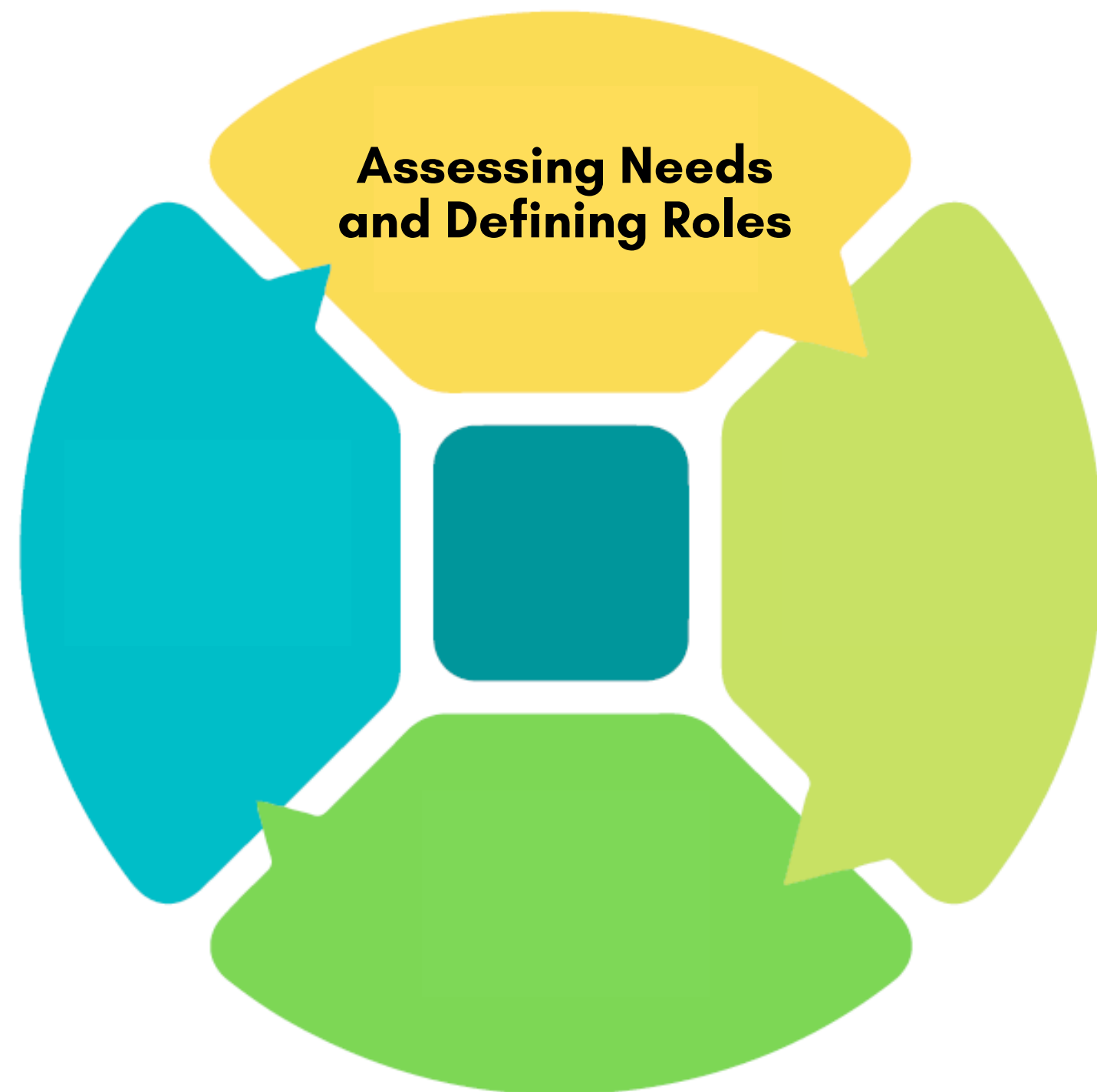
Management of volunteers in nonprofit or government organizations can lead to successful outcomes for the organization and community, or to failure to engage or retain stakeholders in the community

Effective management of volunteers can make or break you.

Volunteer Management

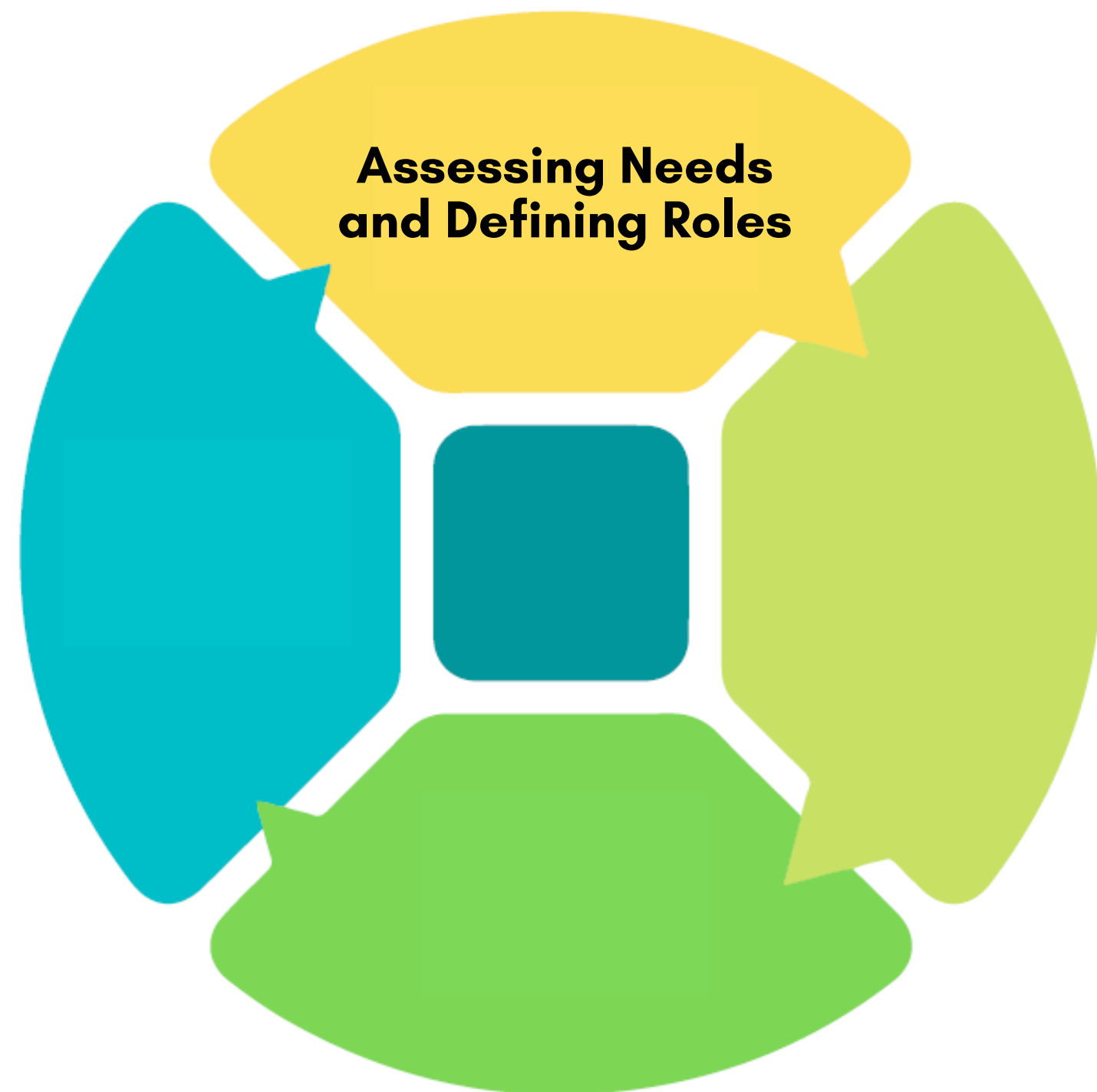


Assessing Needs & Defining Roles



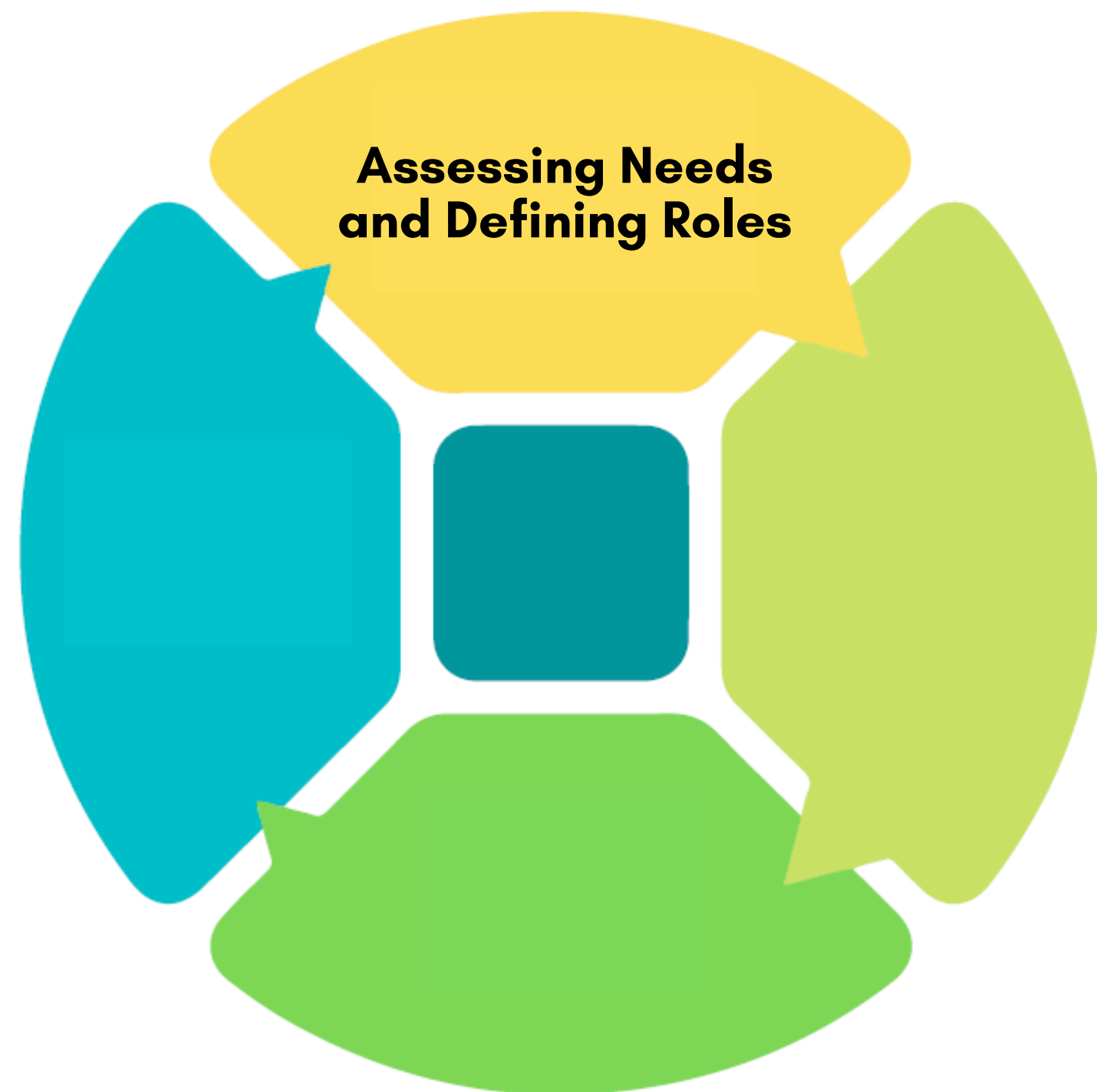
- Assessment of:
 - Org. structure
 - size
 - budget
 - capacity to manage volunteers
 - services
 - overall mission and goals

Assessing Needs & Defining Roles



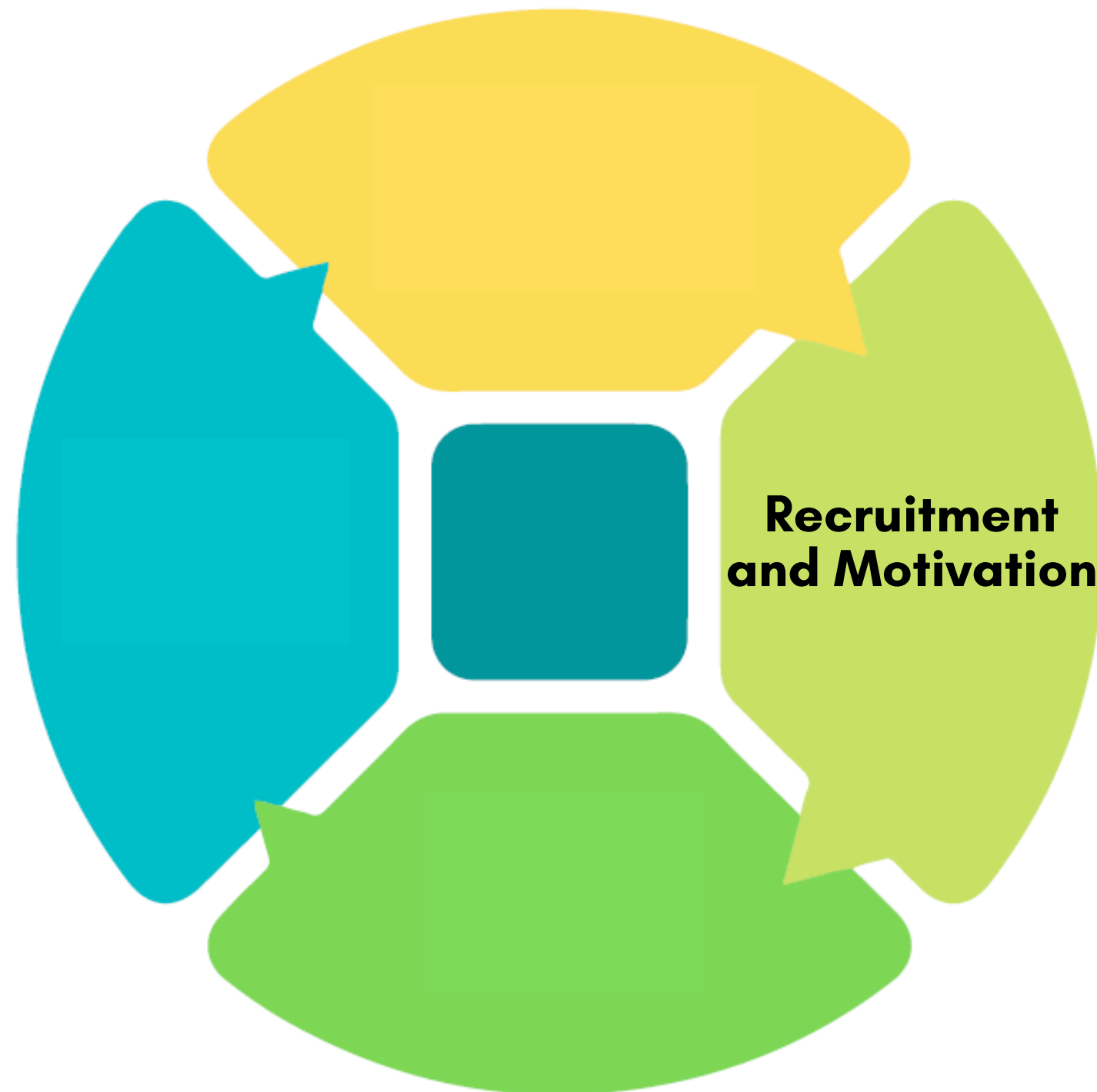
- Define roles:
 - Used for a specific set of services
 - Supplement work of paid staff
 - May manage and be indistinguishable from paid staff

Assessing Needs & Defining Roles



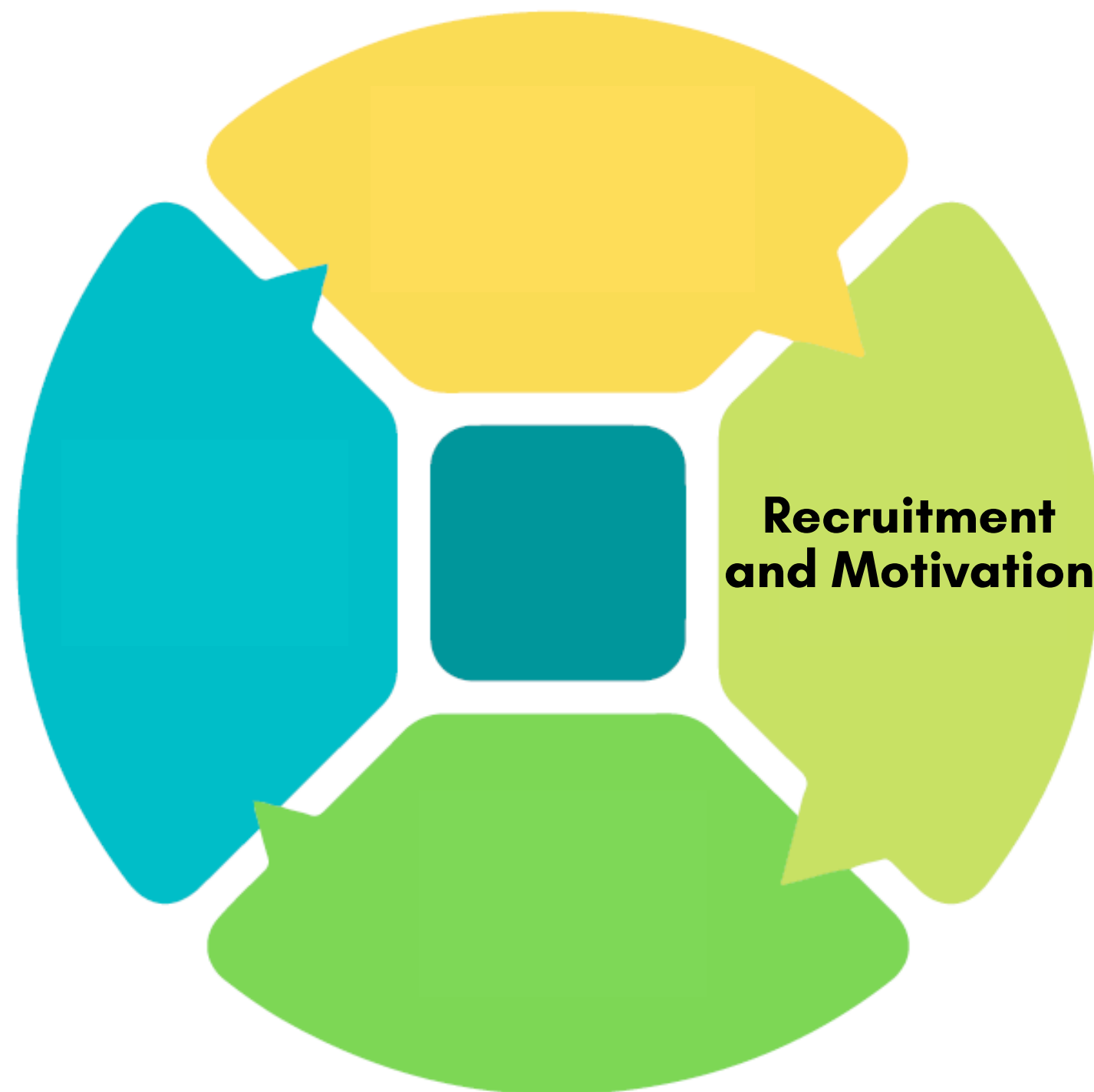
- Define responsibilities:
 - Typical duties
 - Expectations
 - Time commitment
 - Specific goals
 - Code of ethics

Recruitment & Motivation



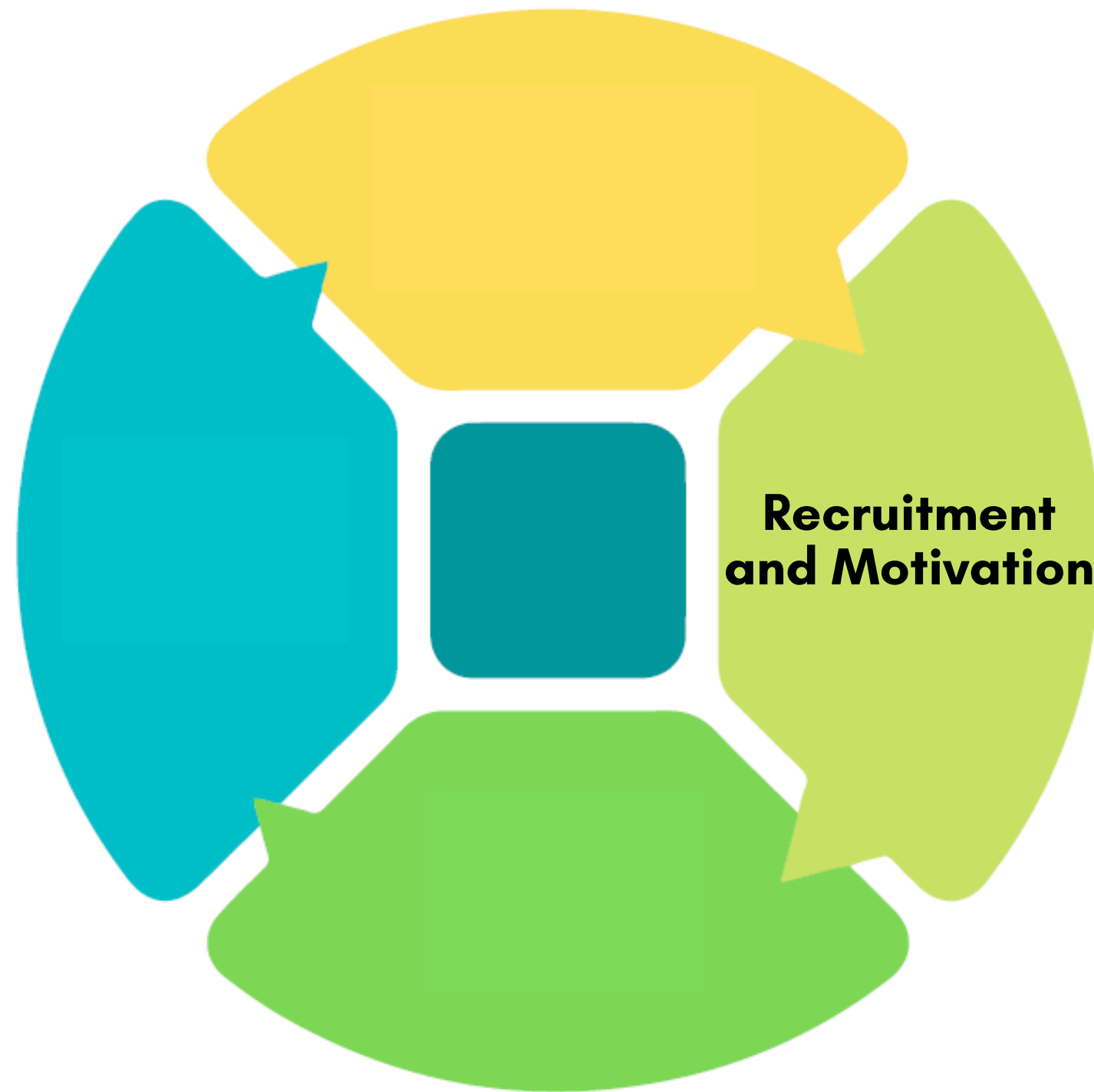
- Effective volunteer recruitment requires:
 - Understanding of the motivations of volunteers
 - Effective communication of org. values and expectations

Recruitment & Motivation



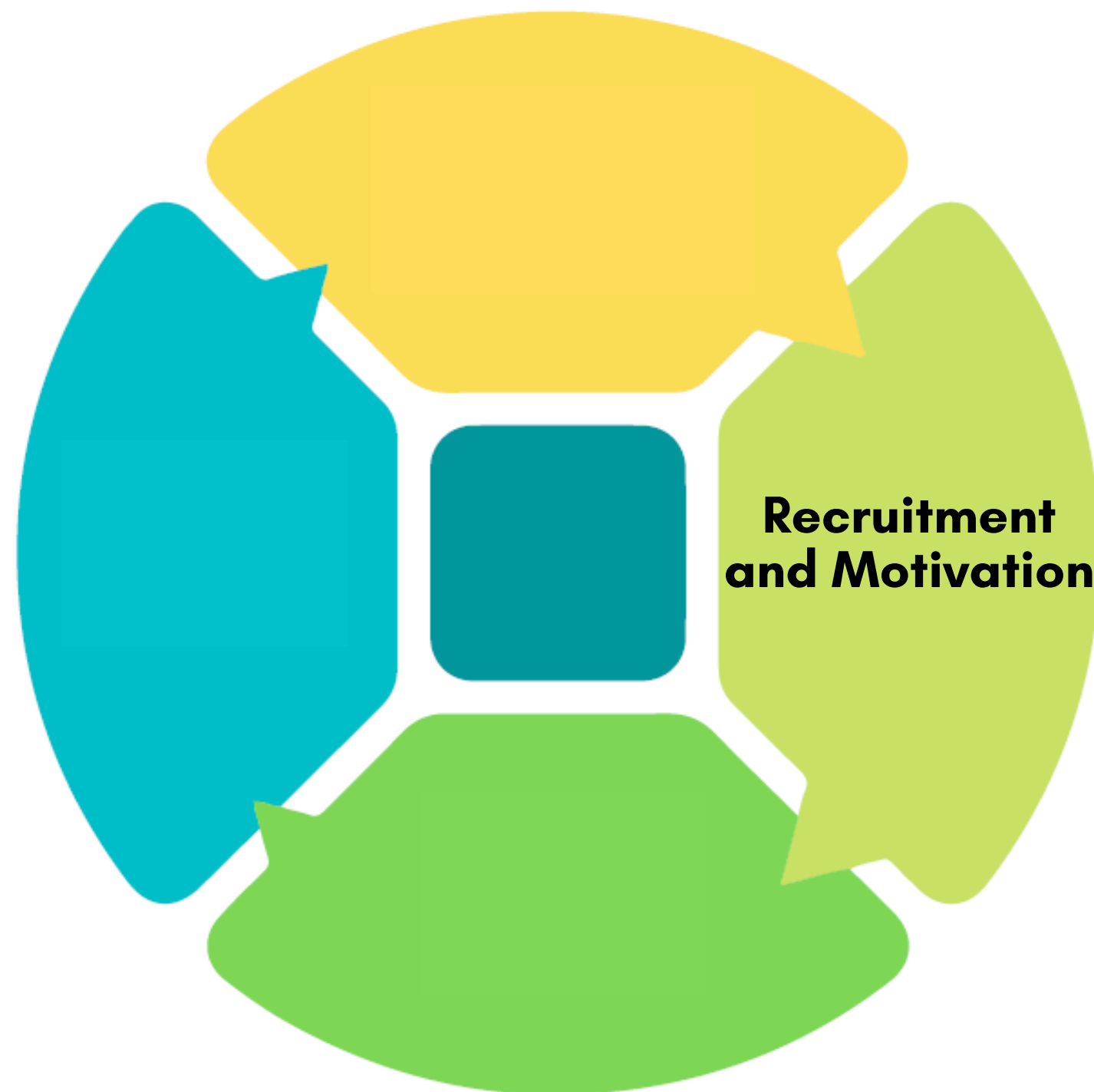
- Volunteer motives:
 - Values (pets, kids)
 - Understanding (ambassadors)
 - Social (mimosas)
 - Career (networking)
 - Enhancement (the feels)

Recruitment & Motivation



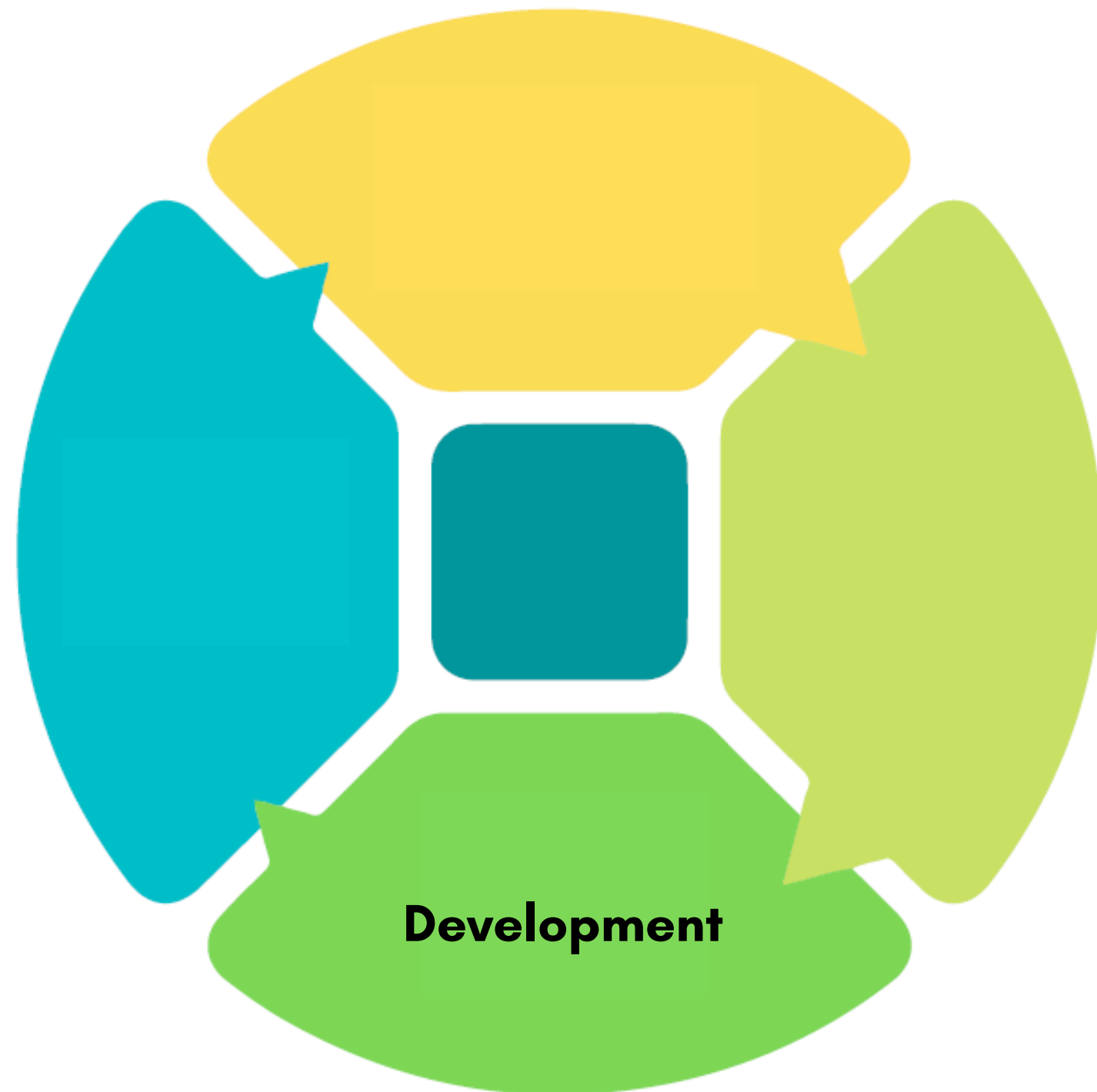
- Understanding motivation = effective rewards

Recruitment & Motivation



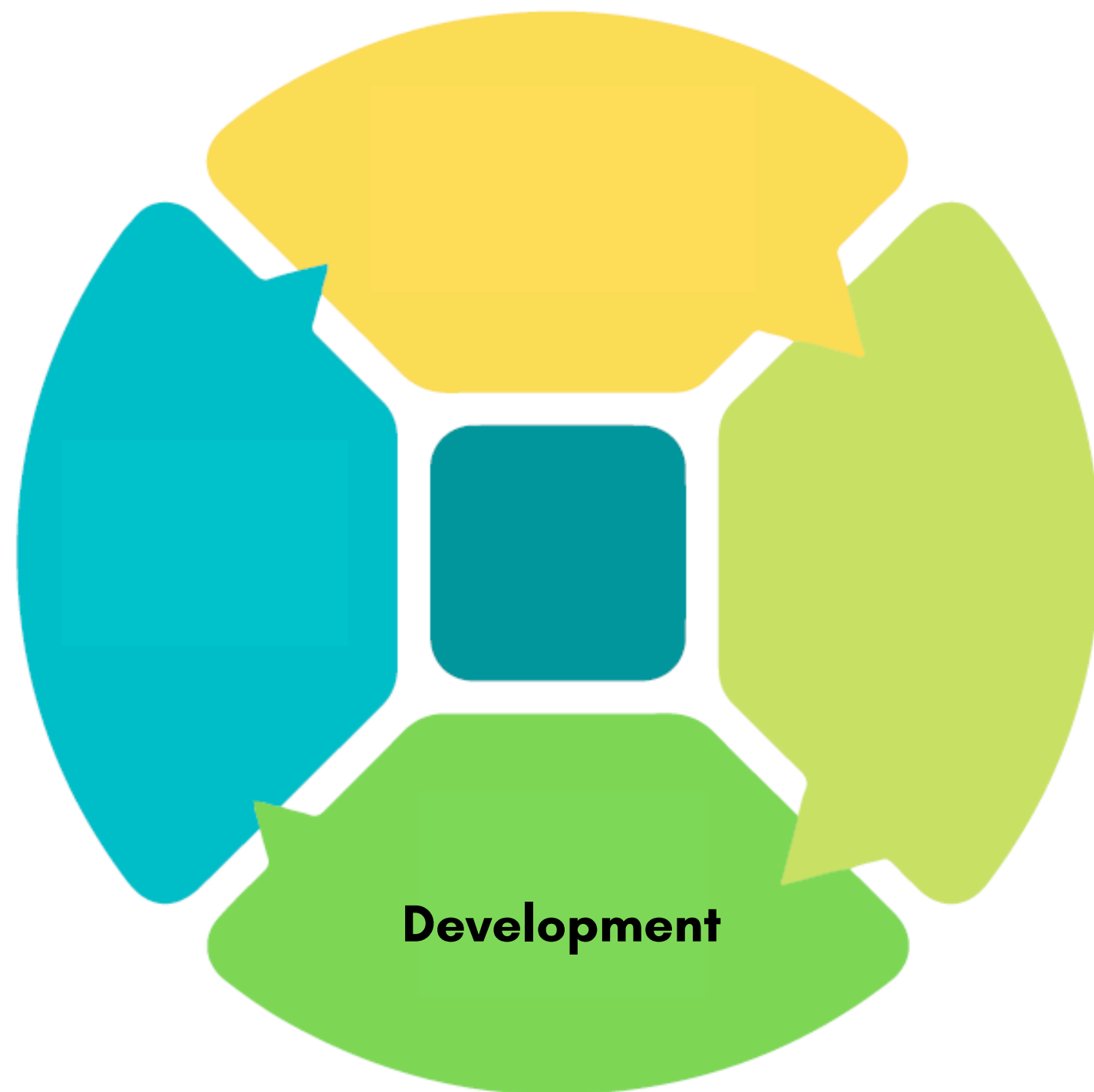
- Communicate in alignment with motivations
 - websites, press releases, social media, volunteer postings
 - Always circle back to org's mission and values

Development



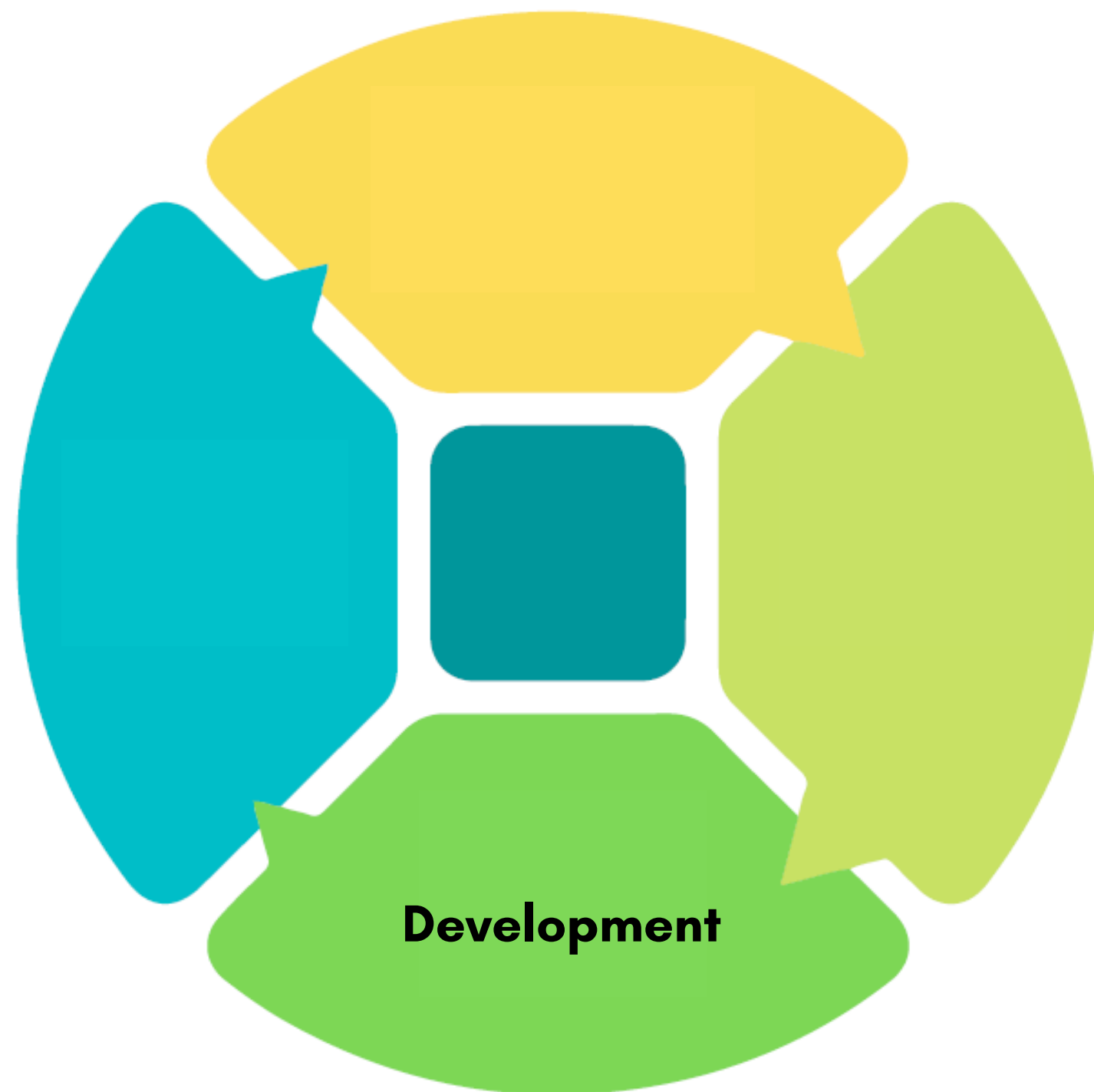
- Initial training and orientation
- Ongoing prof. dev. opportunities
- Strategies to include them as valued members of the team

Development



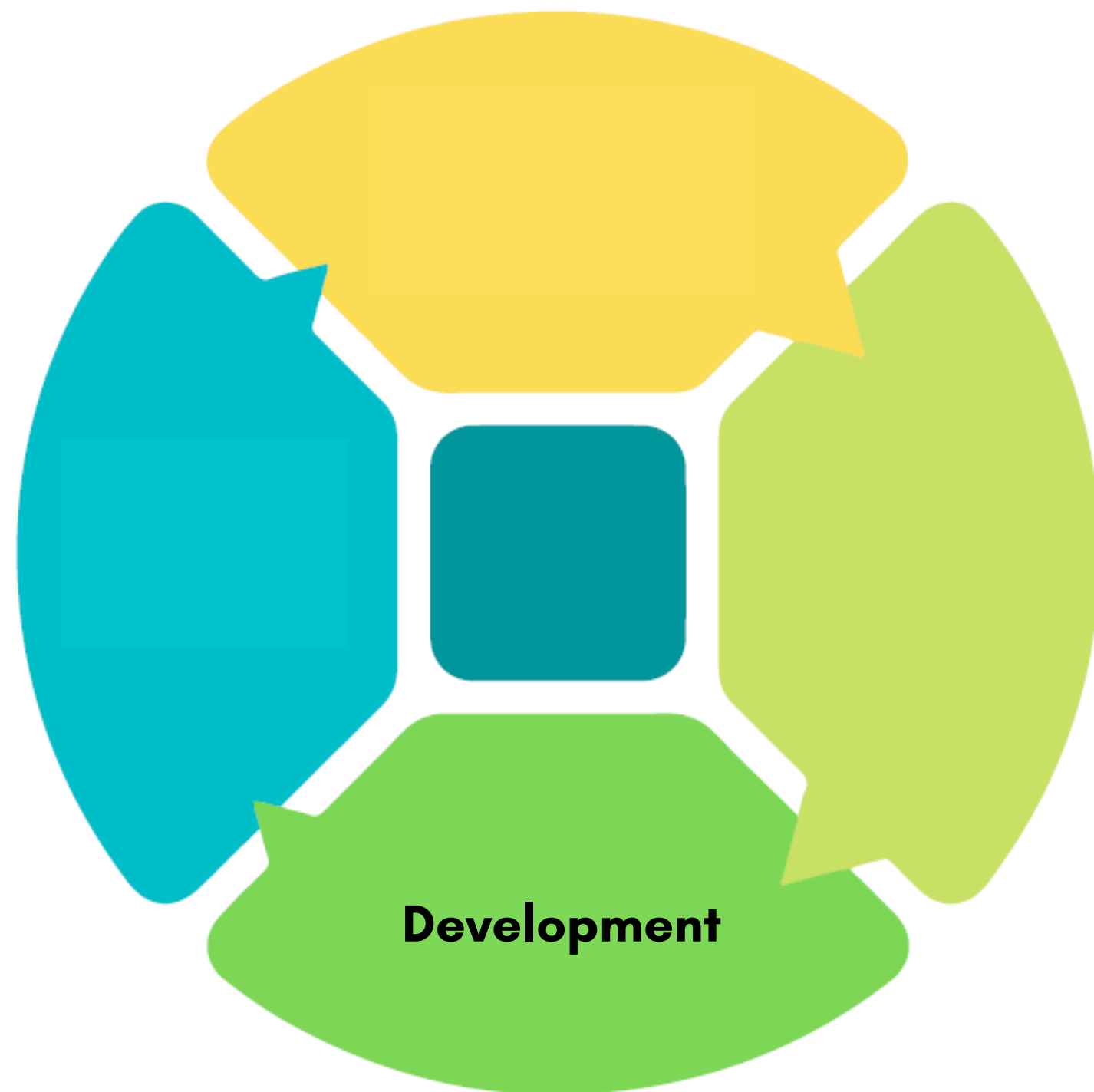
- Preventing or resolving conflicts
- Liability waivers
- Confidentiality agreements
- Photo/video releases
- Safety policies

Development



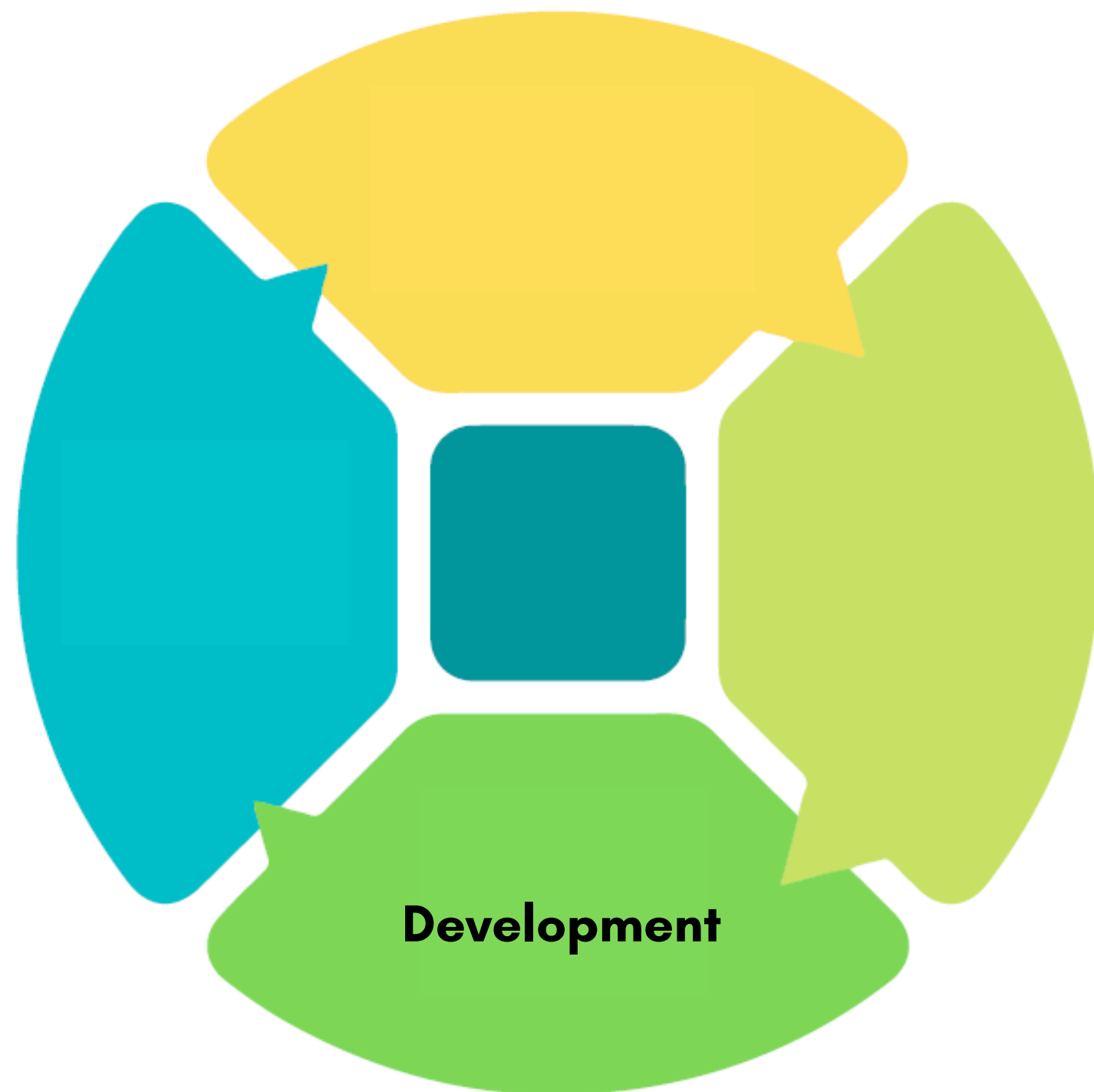
- Professionalism standards
- Volunteer handbook
- Signed volunteer agreement

Development



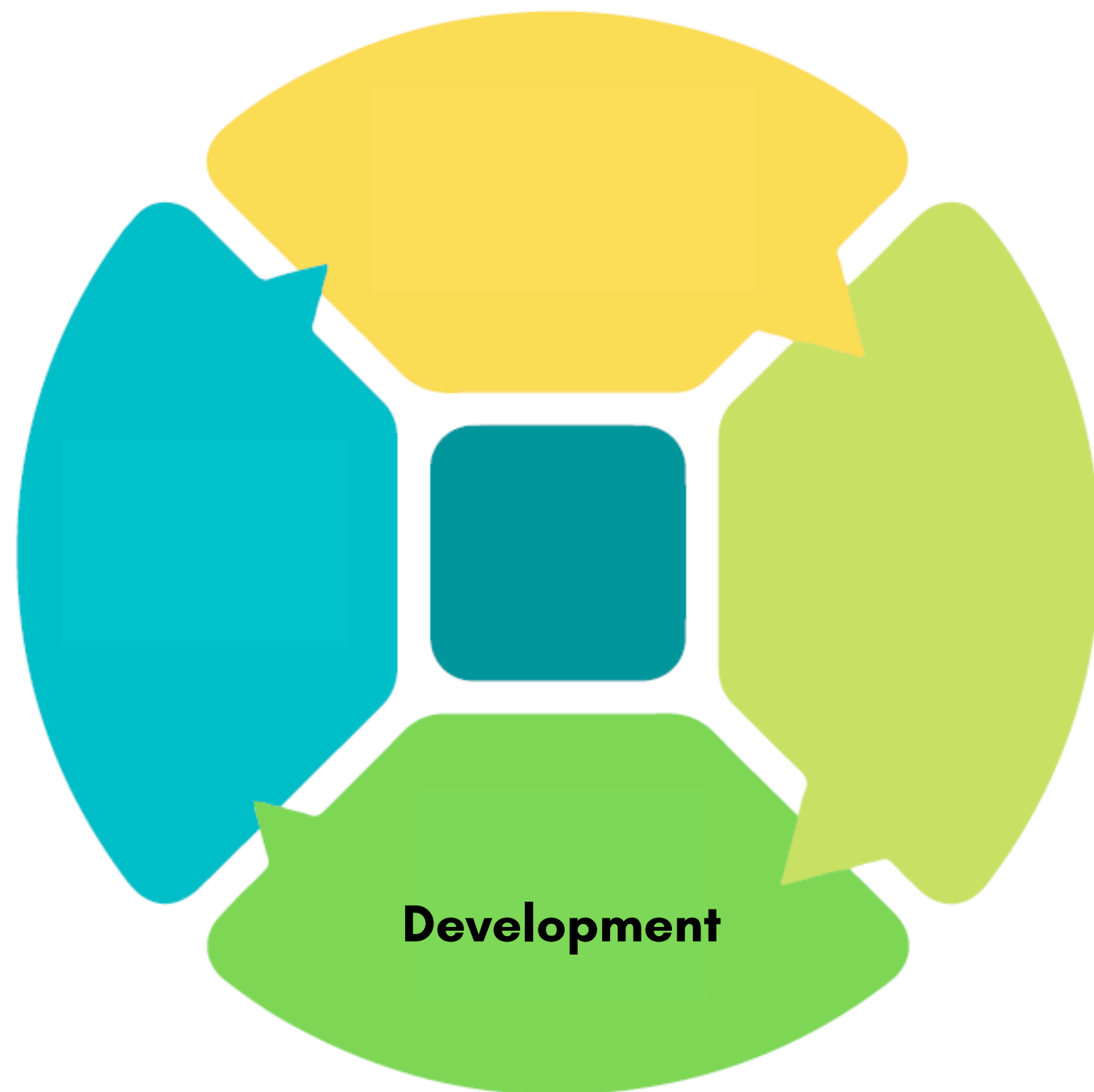
- Measure number of volunteers and hours completed
- Funds raised
- Client satisfaction
- Progress toward mutually-agreed upon goals

Development



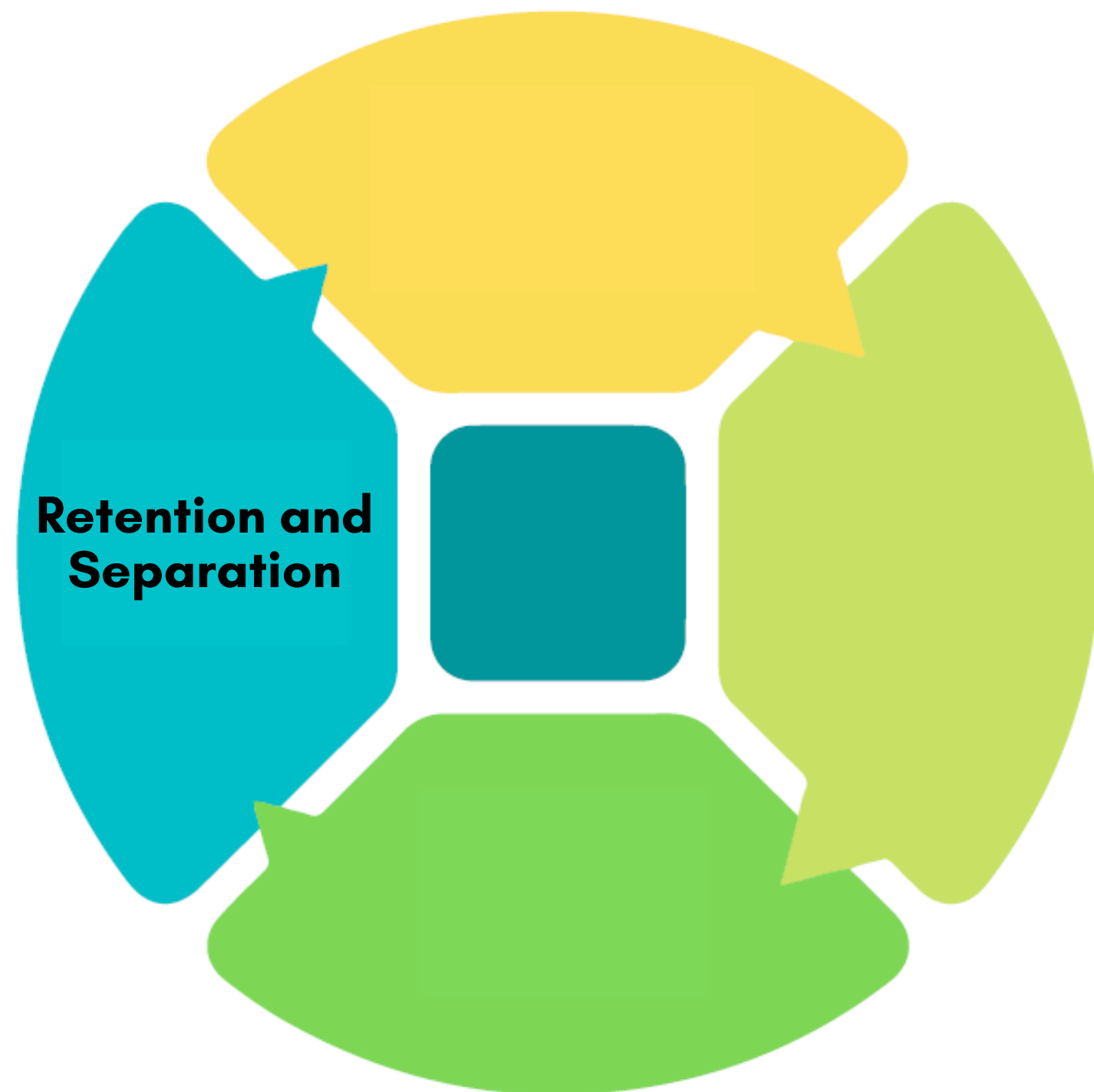
- Need to see the impact of their work
- Feel a sense of accomplishment
- Metrics can be used to determine rewards and recognition

Development



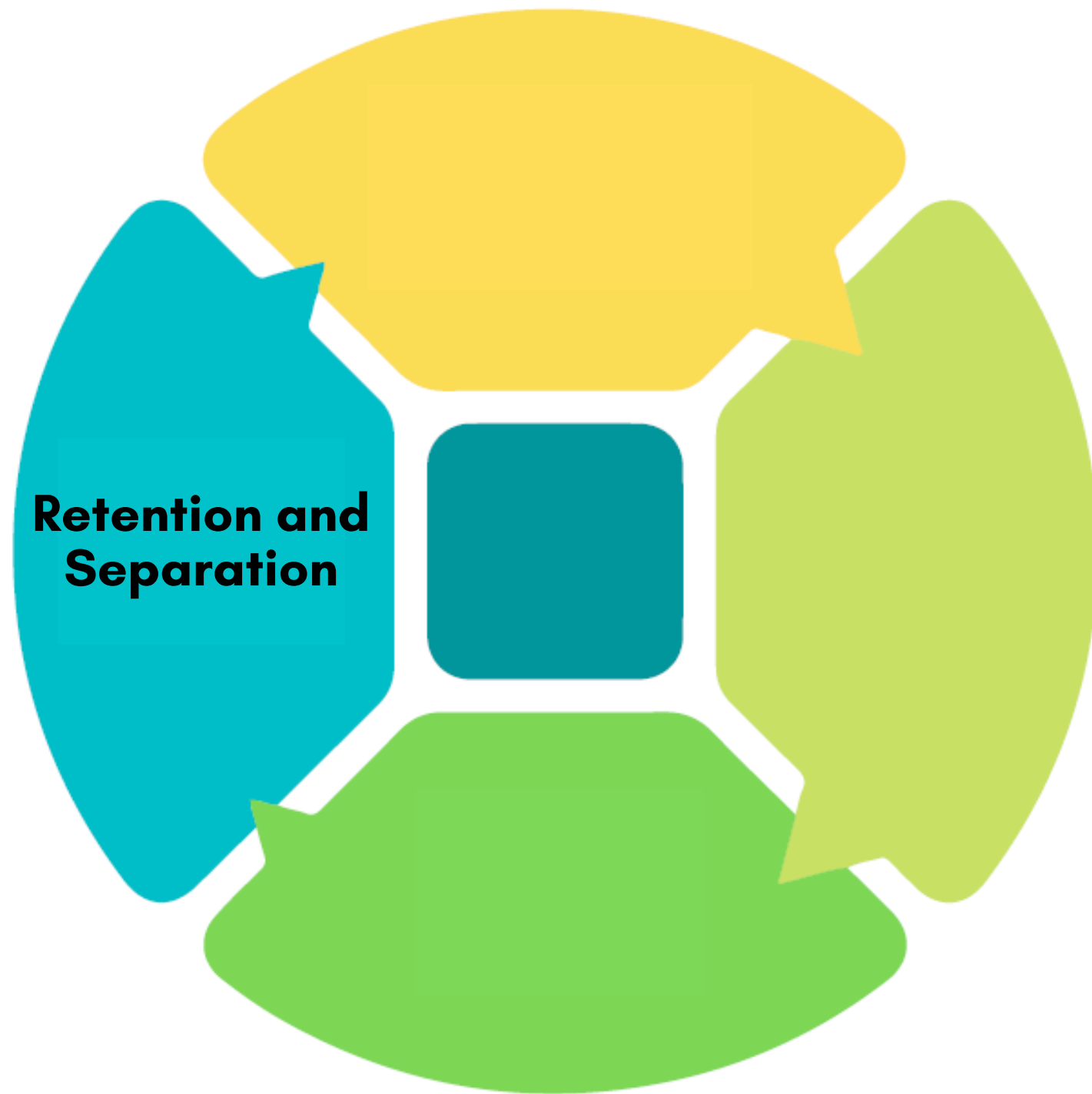
- Builds volunteer confidence to perform roles
- Improves motivation to serve if aligned with their values
- Increases commitment

Retention & Separation



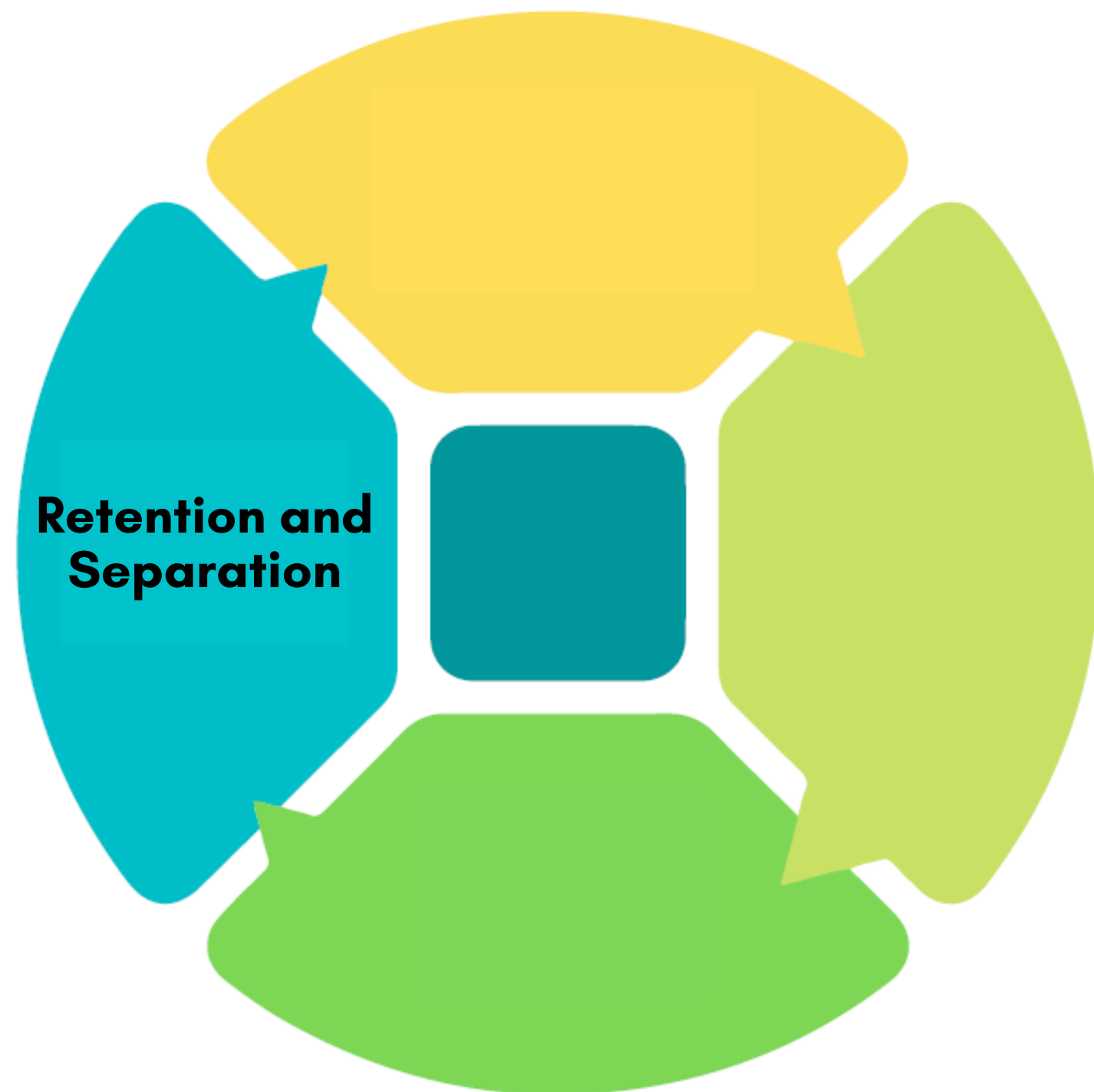
- When you find good volunteers, how do you keep them?
- Support and recognition during and after their service

Retention & Separation



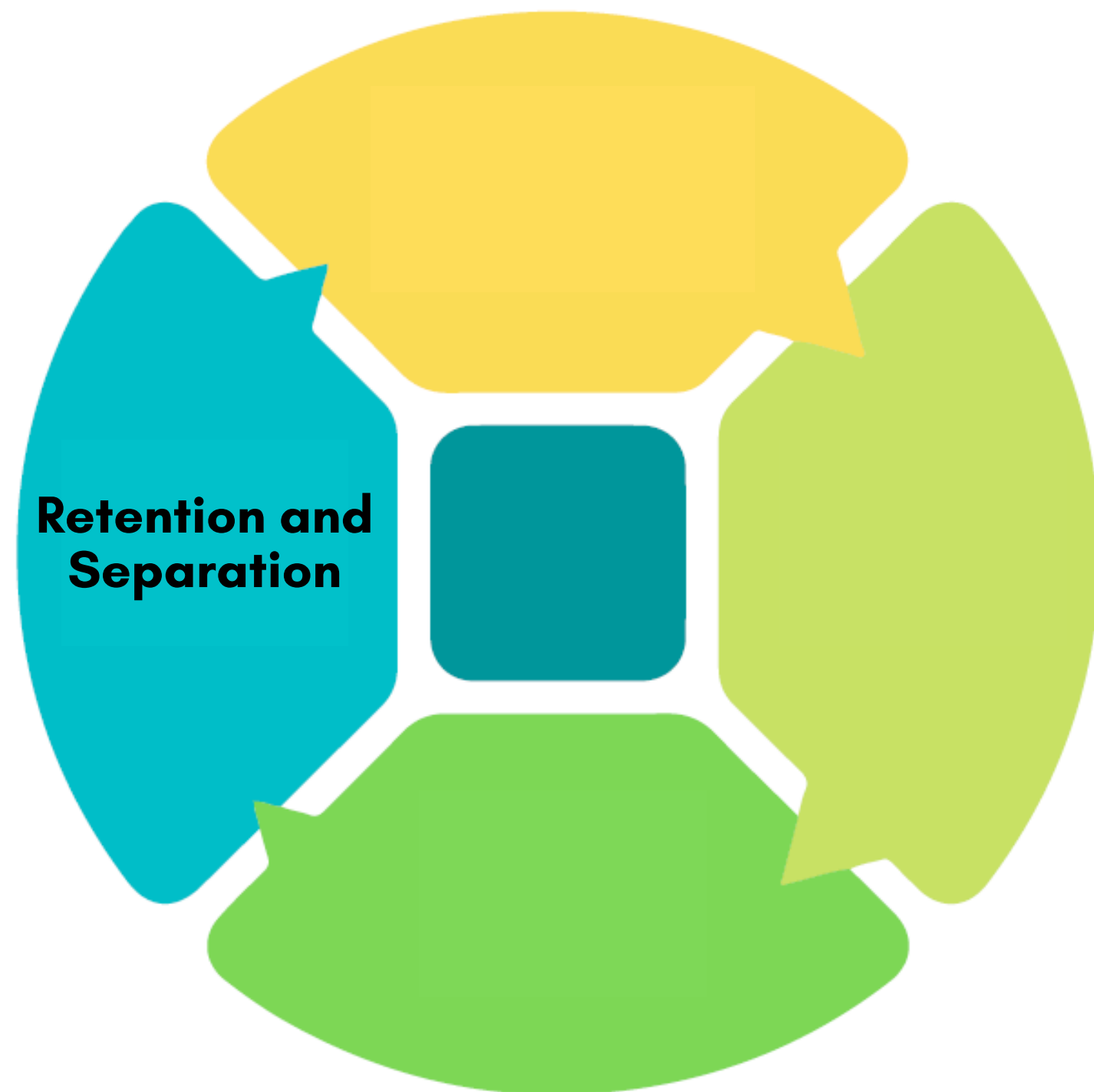
- Support:
 - What does a win look like?
 - Make intended outcomes clear in recruitment/development stage

Retention & Separation



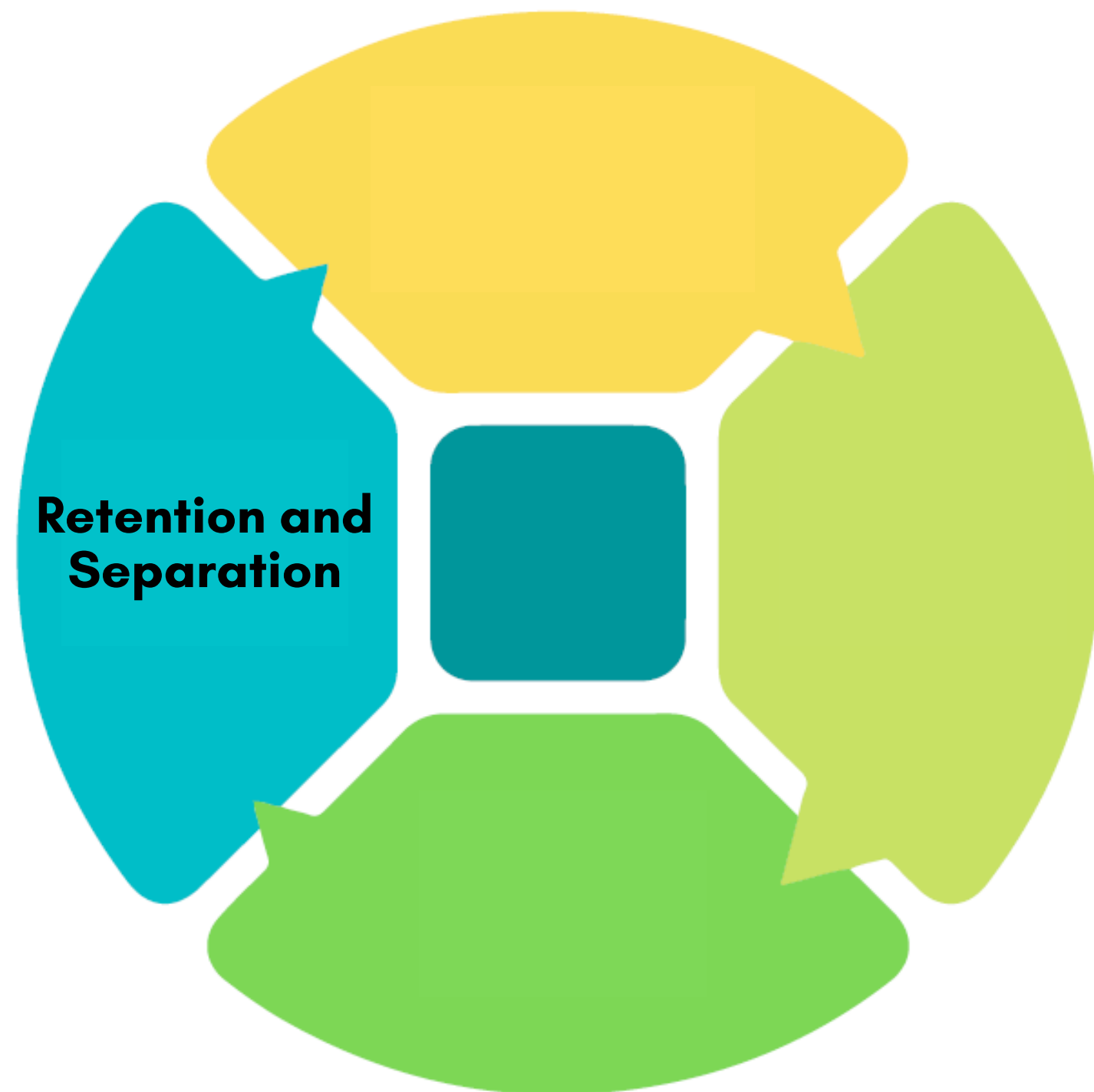
- Support:
 - Do they feel connected to one another?
 - To the organization?
 - To the impact the organization has on the community?

Retention & Separation



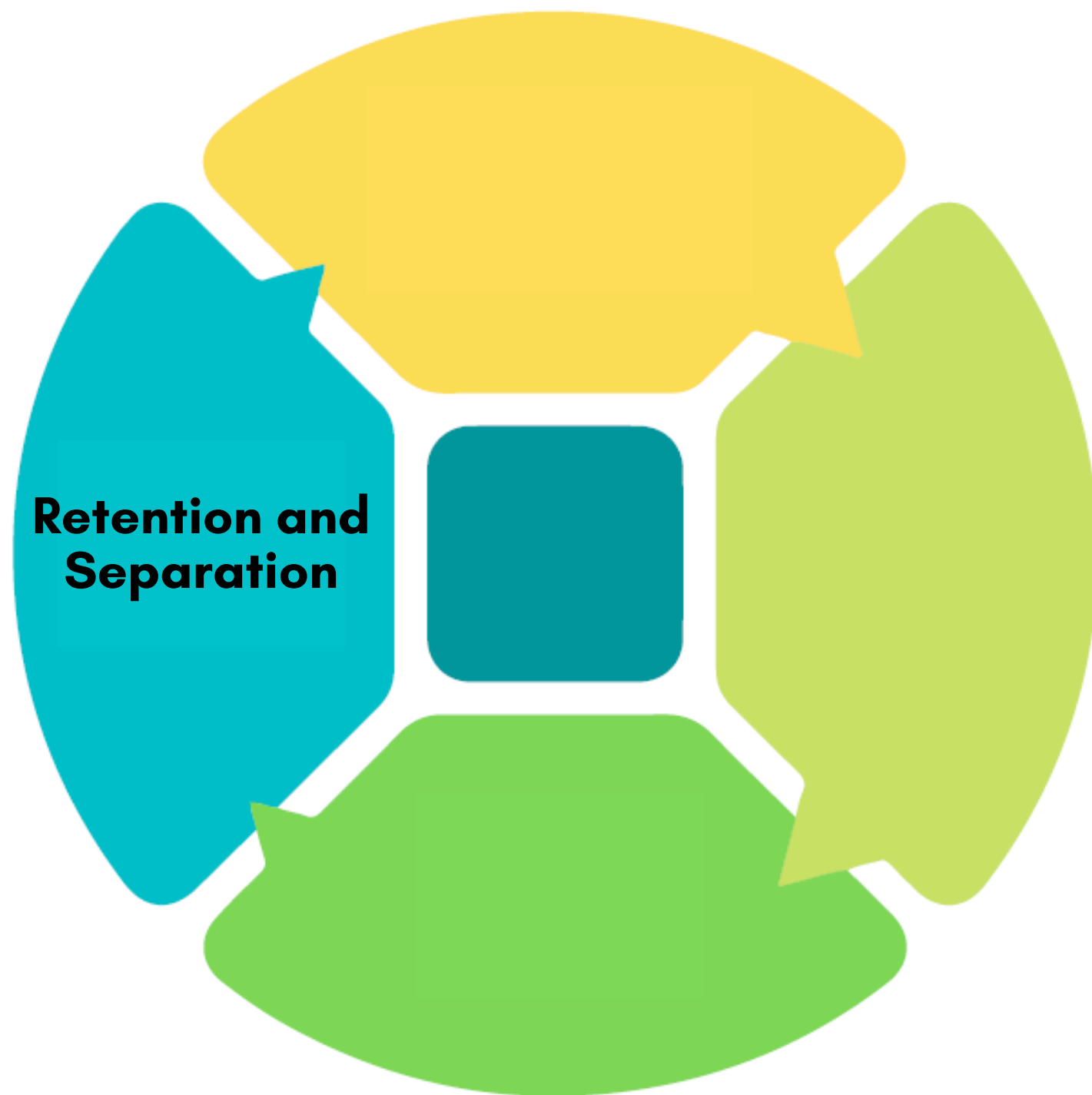
- Support:
 - Don't assume if they leave, it's them...!
 - Do they have what they need to succeed?
 - Do they have a voice?
 - Does their contribution matter?

Retention & Separation



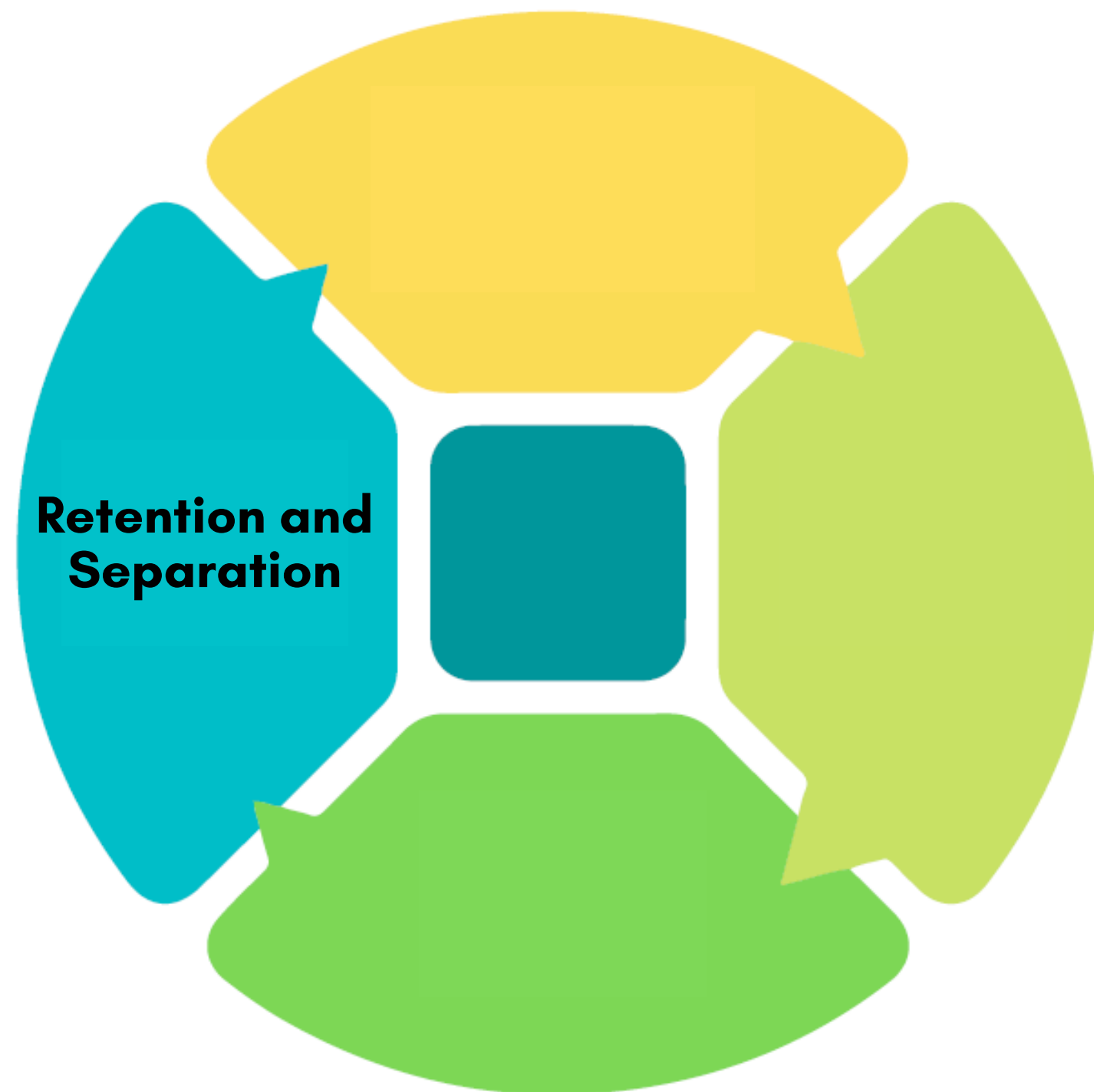
- Rewards:
 - Intrinsic - relationships developed, creative work, impact, advancement
 - Extrinsic - recognition, perks, snacks, t-shirts, awards

Retention & Separation



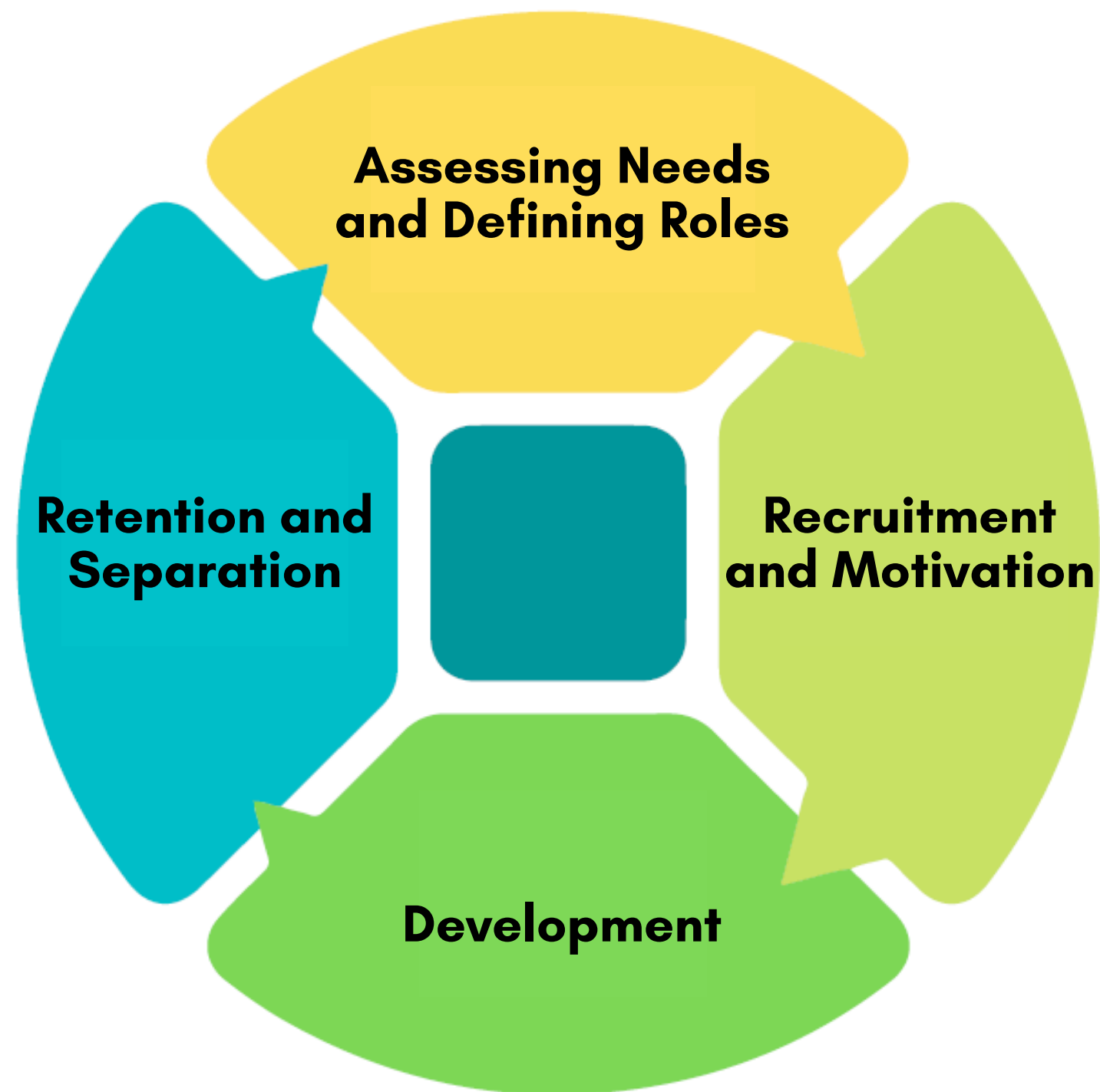
- Separation:
 - May be a release from service due to poor performance
 - May be a step back from long-term service

Retention & Separation



- Separation:
 - Take the opportunity to get feedback - survey or exit interview
 - Ask for recommended replacements

Volunteer Management



Benefits & Challenges

1. Retention and reliability are the greatest threats
2. No pay = fewer incentives to stay, fragmented commitments, less power to enforce role expectations
3. Organizations who can pay employees to do the work tend to not seek out volunteers, BUT
4. They can serve as liaisons, increase your visibility, and help with efficiency in delivering services
5. Properly aligning the volunteer management structure and the motivations, skills, and preferences of volunteers can turn a challenge into an asset

Benefits & Challenges

6. Greatest value is that volunteers can become stakeholders who are empowered to support one another and improve our communities

Laura's Learning Lessons

**Identifying and Developing Stakeholders,
Leaders, and Volunteers**

Laura's Learning Lessons

Community Advisory Committee

- 1. Community need drove common motivation amongst disparate groups**
 - a. too many long-term subs, too many uncertified teachers, too many failing schools, and so on...**
- 2. We asked permission... and then we did it anyway**
- 3. We listened to concerns and addressed them head-on**
- 4. Ended up with 20+ people who had never worked together before: parents/g'parents, teachers/retirees, business leaders**

Laura's Learning Lessons

Community Advisory Committee

5. **Everyone's concerns were documented**
6. **One leader with a particular skillset built a comprehensive community survey**
7. **The organization distributed the survey because they were in a better place politically to do so**
 - a. **Also published results and reported highlights to the school board along with recommended interview Q's**
8. **Yielded the most transparent process to date and a very strong leader that is making great strides**

Laura's Learning Lessons

Natchitoches NEXT Comprehensive Planning Process

- 1. It took a committee to properly form the committee**
- 2. Paid vs volunteer is a different level of commitment**
- 3. 25% of the people do 75% of the work, but all of the work is important!**
- 4. Inclusivity yielded:**
 - a. an opportunity for everybody to be heard**
 - b. all of the community could feel well represented**
 - c. a true community plan rather than an administration's plan**

Laura's Learning Lessons

Natchitoches NEXT Comprehensive Planning Process

- 5. Group of 20 dwindled to 10 by the end... BUT**
 - a. 90% showed up to the public input meetings**
 - b. All who were asked helped promote the meetings**
 - c. They were able to help explain the process and the plan to the public at the meeting - meaning locals led the way, not outside consultants alone - key to community buy-in!**
- 6. Some elements would have been missed without a group representative of our community**

Laura's Learning Lessons

Natchitoches NEXT Comprehensive Planning Process

7. We learned how to break down silos and the value of doing so.
8. If your focus is protecting your piece of the pie, you miss the opportunity to bake a better pie with your peers and colleagues that somebody actually wants to buy
9. If you're gripping your aces too tightly, you miss the opportunity to put everyone's cards on the table to make the best hand for the community.
10. NatchitochesNEXT.com

Laura's Learning Lessons

Leadership Natchitoches

- 1. Diverse cohorts**
- 2. Existing and aspiring leaders**
- 3. Learn about how their piece of the puzzle fits into the big picture and how they can help put it all together in their circle of influence**
- 4. GoNatchitoches.com/Leadership**

Laura's Learning Lessons

Work Natchitoches Summit

- 1. We had a vision but NO CLUE how to pull it off**
- 2. Experts in the field were identified and recruited to the steering committee**
- 3. Every meeting started with questions and ended with action items, which then started the next meeting as deliverables**

Laura's Learning Lessons

Board of Directors

- 1. Be part of the recruitment process - don't just take whoever is willing to do it...!**
- 2. Have a period where you solicit interest - you'll find great assets and interested parties for other opportunities**
- 3. Find people who will challenge norms productively**
- 4. Have clear roles/responsibilities/expectations and have them sign annually**
- 5. Term limits offer easy outs as needed and opportunities for fresh ideas and energy**

Laura's Learning Lessons

Board of Directors

6. Thank you gifts can soften a release or recognize stellar work: booze, food, branded swag, something personal

Laura's Learning Lessons

Events

- 1. Steering committees are best when small but mighty**
- 2. Profit share with a deserving non-profit is a great way to solicit a larger group of committed volunteers**
- 3. A free ticket or t-shirt for volunteers goes a long way**

Laura's Learning Lessons

General Tips & Tricks

- 1. You can't serve your community well unless those who serve/volunteer look like members of your community**
- 2. You have to meet people where they are or they'll never follow you where you're going**
- 3. Recognize and thank profusely - GUSH about your volunteers, give them credit, deserved or undeserved**
- 4. Pizza, beer, social shout outs, awards, a note to their employer, a private text to them... whatever they need**

Laura's Learning Lessons

General Tips & Tricks

- 5. Give them tasks they will be successful with**
- 6. Give grace and friendly nudges as needed**
- 7. Communicate in whatever way works for each individual**
- 8. Keep written communication concise!**
- 9. Never have a meeting that could have been an email/text/phone call**

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Reciprocal Relationship

Volunteer involvement falls into either organization choices or volunteer choices.

1. Organization choices - whether and how to use volunteers, how many to engage, volunteer status in the organization
2. Volunteer choices - when to start/end their involvement, how deeply to get involved, how much to contribute

Volunteers are stakeholders that act as feedback that reflects and drives changes in the community!

Inclusion & Innovation

Engaging Diverse Populations of Volunteers

1. Be attentive to the changing demographics of the volunteer pool.
2. To be intentional about recruitment from different demographics, relationship building is a must. Look to religious and cultural institutions rather than general advertisement
3. Does your leadership and paid staff reflect the demographics you are trying to recruit?
4. Do your DEI policies address these efforts?

Inclusion & Innovation

Engaging College Student Volunteers

1. Engage for diverse perspectives and fresh skills/knowledge
2. Be conscious of schedule constraints
3. Are there dedicated positions responsible for keeping students engaged in the community? Do they know about opportunities?
4. Motivators: recognition, professional development
5. Align calendars as feasible
6. Develop long-term relationships with student organizations or collegiate departments

Inclusion & Innovation

Engaging Older Volunteers

1. Retirees have knowledge, skills, expertise, and time
2. They may be involved in multiple groups to help you tap into
3. Be cognizant of physical spaces and accessibility

Inclusion & Innovation

Using Technology for Volunteer Management

1. Electronic contact list, email, text, social media
2. VolunteerMatch and GivePulse: create public profiles and event listings, register volunteers electronically, track hours
3. Can attract younger volunteers and remote opportunities

Inclusion & Innovation

Managing Volunteers in a Disaster

1. Convergent volunteers - volunteers who show up in the wake of a disaster
2. A emergency management plan must take them into consideration or they will be underutilized or unwelcome
3. Be prepared to offer training, protective equipment, tools, and sufficient coordination
4. A volunteer center can allow for screening, orientation, and placement while providing a buffer eager volunteers and changing on-the-ground needs