

STRATEGIC VOLUNTEER ENGAGEMENT

| IS NOT | IS |
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| <p>INVOLVING VOLUNTEERS WITHOUT PRE-PLANNING OR SUPPORT FOR THEIR SUCCESS</p> | <p>INTENTIONAL ENGAGEMENT OF VOLUNTEERS AS PARTNERS IN ADVANCING THE AGENCY'S MISSION AND OPERATIONS</p> |
| <p>✗ Positioning volunteer engagement as a program that competes with other programs' output</p> | <p>✓ Framing volunteer engagement as a core organizational strategy that enhances programs and operations</p> |
| <p>✗ Limiting executive involvement in volunteer engagement to appreciation events or form letters</p> | <p>✓ Senior leadership prioritizes volunteer engagement through consistent attention and resourcing. The executive champions volunteers as essential to accomplishing the mission.</p> |
| <p>✗ Expecting staff to work with volunteers without preparing or assessing them on doing so</p> | <p>✓ Providing clear expectations and support for staff to partner with volunteers, including in their position descriptions, training, and performance evaluations</p> |
| <p>✗ Omitting the Board as a key audience for understanding how volunteers are engaged, retained, and acknowledged</p> | <p>✓ Recognizing and including the Board in volunteer engagement updates and results</p> |
| <p>✗ Not designating a lead to cultivate and support volunteers or not giving leads sufficient authority and resources</p> | <p>✓ Hiring a leader of volunteers who is skilled in volunteer engagement and involving them on the executive team</p> |
| <p>✗ Giving volunteers busy work</p> | <p>✓ Engaging volunteers in meaningful work that meets a real need</p> |
| <p>✗ Acting as if volunteers are "free" for the agency because they aren't compensated</p> | <p>✓ Resourcing the volunteer engagement function with sufficient expertise, funding, technology, space, and tools</p> |
| <p>✗ Recruiting warm bodies (putting out random calls for volunteers and hoping any person will do regardless of skills or interest)</p> | <p>✓ Recruiting the right volunteer for the right role to ensure a good fit for the work to be done and the community served</p> |
| <p>✗ Conflating volunteer hours or financial value with volunteer impact</p> | <p>✓ Articulating volunteer impact as the results that volunteers contribute to the mission and community</p> |
| <p>✗ Not seeking funding to build, strengthen, or maintain volunteer engagement capacity</p> | <p>✓ Requesting financial support from donors, foundations, businesses, and the public to build, strengthen, and maintain volunteer engagement capacity</p> |
| <p>✗ Treating fund development and volunteer engagement as separate entities. Volunteers are seen as low-cost labor and not as potential supporters.</p> | <p>✓ Coordinating fund development and volunteer engagement efforts. Volunteers are seen as extending services and strengthening the funding base.</p> |