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Improving Volunteer Engagement: Results of a Staff Needs Assessment at a Community Based Organization

By

TELANIA M. THOMAS

August 17, 2015

Volunteerism is a necessary component of most successful nonprofit organizations. Building a successful volunteer program requires understanding the benefits of volunteerism, how organizations can best serve their volunteers, and how to sustain an engaged volunteer base. The purpose of this needs assessment was to determine staff's volunteer needs and to develop a plan to increase volunteer engagement and retention. A secondary data analysis of survey results collected of paid staff (n = 34) from a mid-size Community Based Organization was conducted to assess volunteer needs. The survey measured (1) the number of staff with active volunteers and volunteer needs; (2) how staff foresee making use of volunteers; and (3) ways to improve the volunteer program. The results suggested that staff perceived the volunteer program to be useful but desired greater access to volunteers. Recommendations for cost-effective solutions to increasing volunteer participation and engagement were made.

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Based Organization**

by

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B.S., GEORGIA STATE UNIVERSITY

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IMPROVING VOLUNTEER ENGAGEMENT: RESULTS OF A STAFF NEEDS
ASSESSMENT AT A COMMUNITY BASED ORGANIZATION

by

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Telania M. Thomas
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Improving Volunteer Engagement: Results of a Staff Needs Assessment at a Community Based Organization

Volunteers are important to the daily functioning of a nonprofit organization. Building a sustainable volunteer program is crucial to having stable and long-lasting programs. Because of volunteers, many organizations are able to ensure the stability of the programs that they offer and save on financial resources (Vecina, 2013). Building a successful volunteer program requires understanding the benefits of volunteerism and the best organizational practices for creating an engaged volunteer base. The purpose of this needs assessment is to understand the volunteer needs in a midsized community based organization and to use the data to develop a plan to increase volunteer participation and engagement.

The United States Bureau of Labor Statistics defines volunteering as, “doing unpaid work through or for an organization” (US Bureau of Labor Statistics, 2015). Vecina (2013) further expounds by describing volunteers as persons who commit to a service-driven lifestyle that benefits the world around them. Volunteerism is beneficial to all parties involved, the volunteer, the people they are serving, and the host organization (Vecina, 2013).

Many researchers have conducted studies that document the benefits of volunteering, some of which include improving one’s satisfaction with life, sense of purpose, self-esteem, happiness, and personal growth (DeForge et al., 2008; Phillips et al., 2002; Thoits & Hewitt, 2001; Van Willigen, 2000; Vecina, 2013). These benefits are not just advantageous for the volunteer, they are also reflected onto the organizations (and their clients) that utilize volunteers. Organizations like Meals on Wheels and Habitat for Humanity are predominantly run using services of volunteers. Meals on Wheels delivers meals to senior citizens in need. From preparation to delivery, event planning and administrative tasks, most duties related to these

functions are done by volunteers (Meals on Wheels, 2015). Habitat for Humanity builds homes, offers disaster response programs and neighborhood revitalization initiatives, among many other volunteer programs (Habitat for Humanity, 2015). Without the strength of their volunteer program, recruitment and engagement strategies, neither Meals on Wheels nor Habitat for Humanity could offer the services they do. Additionally, Habitat for Humanity links potential volunteers with programs and opportunities in their community, making this organization a resource for other volunteer programs seeking new volunteers (Habitat for Humanity, 2015). Because of the critical role that volunteers serve within nonprofit organizations, it is important to understand how to effectively recruit, train, and engage volunteers so that they will remain committed to the organization over time.

Organizational Practices to Increase Volunteer Engagement

Due to the many benefits of volunteerism to an organization, *volunteer recruitment* is a very important task. Organizations must have a good grasp of who the pool of volunteers may be for their organization. Nationally, approximately 25% of Americans volunteered at least once from September 2013 to September 2014 (US Bureau of Labor Statistics, 2015). Women volunteered more than men with volunteer rates of 28.3% and 22.0%, respectively. The highest volunteer rates were among 35-44 year olds (29.8%) and 16-19 year olds (26.1%). Whites had higher rates of volunteerism (26.7%) than Blacks (19.7%), Asians (18.2%), and Hispanics (15.5%). Higher education also played a role in volunteering. Adults over the age of 25 with a college degree volunteered at a higher rate than individuals with some college or an Associate's degree, and a much greater rate than persons with a high school diploma (US Bureau of Labor Statistics, 2015). Understanding the demographics of a volunteer pool can help inform volunteer

recruitment strategies, which is a critical first step in building a sustainable, engaged volunteer program.

There are a few factors that can impact volunteer recruitment. The size of a nonprofit organization can predict challenges in recruitment. Mid-sized organizations have a more difficult time recruiting volunteers than small or large organizations (Hager and Brudney, 2011). Smaller organizations have a harder time recruiting volunteers than larger organizations (Hager and Brudney, 2011). This may be due in part to smaller organizations having fewer resources to devote to recruitment. However, Hager and Brudney (2011) suggest that smaller organizations can be successful at recruiting volunteers because these nonprofits can provide a more personalized environment. Larger organizations typically have a larger presence, and volunteers may feel more comfortable serving at an organization with which they are more familiar. The recruitment challenges of mid-size organizations may be alleviated through changes in recruitment strategies (i.e. targeting individuals most likely to volunteer, increasing visibility, etc.) and personalizing volunteer duties (Hager and Brudney, 2011).

The specificities of a volunteer's role also impact volunteer recruitment. The intensity of their duties influences the likelihood of recruitment, as do the type of duties available for volunteers (Hager and Brudney, 2011). The more work and time intensive the volunteer duties are, the more difficult it may be to recruit volunteers (Hager and Brudney, 2011). Understanding the time commitment and intensity of the volunteer tasks is important for nonprofit organizations in that are recruiting volunteers. It is thought that volunteer tasks can be categorized as direct service tasks or indirect service tasks (Heidrich, 1990). Direct service tasks are those in which volunteers interact directly with clients. Examples of direct service include coaching, tutoring, and providing clients with information (Bolton, Brennan, and Terry, 2009). Indirect service tasks

include providing general support, leadership, and serving as a member-at-large; specific examples of which are coordinating events, managing volunteers and fostering volunteer development, and serving as a committee or board member (Bolton, Brennan, and Terry, 2009; Heidrich, 1990). Hager and Brudney (2011) suggest that organizations with more areas of volunteer duties are more successful with volunteer recruitment, than organizations with fewer volunteer duties.

As organizations would not want to devote resources to ineffective volunteer recruitment efforts, being cognizant of volunteer demographics and the challenges of recruitment is strategic to building a strong volunteer base. Before volunteers begin performing their duties, it is important for them to participate in a *volunteer training*. Volunteer training provides information about the organizations and specific volunteer duties, and allows new recruits to meet key staff members. Schneider, Altpeter, and Whitelaw (2007) provide a summary of what to include in a generic volunteer training curriculum. A training program should educate individuals on what it means to be a volunteer, describing the benefits of volunteer, the value of staff support, and how to encourage volunteers to remain engaged. A program should cover the logistics of performing volunteer tasks, for example an understanding of HIPAA compliance, mandated reporting laws, and other organizational practices. Volunteers should also understand the importance of evaluation and recordkeeping. Skill-building topics in communication should also be included in a volunteer training curriculum. For volunteers performing administrative tasks, they should receive training in how to perform these duties and in evaluation practices, as well as recruitment policies. For direct service activities, volunteers should also receive an overview of the programs that they will be participating in and have an understanding of the behavioral change or motivational theories used in program development. This provides background knowledge so

volunteers understand how to interact with clients (Schneider, Altpeter, and Whitelaw, 2007). Finally, volunteer training provides volunteers with the opportunity to meet staff who may support them during their time with an organization.

Staff support is key variable in any successful volunteer program. Mye and Moracco (2015) found that support from staff who manage volunteers, including but not limited to the volunteer coordinator, is one aspect that can increase volunteer satisfaction. Managing volunteers effectively can be one of the key pieces that leads to a satisfied and committed volunteer base (Mye and Moracco, 2015). Volunteers are most engaged when supported by staff members that focus on setting high, yet achievable expectations, demonstrate best practices for the group, and work with the group to achieve goals (Bass, 1985). Mye and Moracco (2015) believe that support from staff has the ability to increase levels of fulfillment and social contact, amongst volunteers. Fulfillment can be thought of as how “gratified” volunteering makes someone feel. Social contact refers to volunteers establishing a bond with those they serve and with other volunteers (Mye and Moracco, 2015).

Saksida and Shantz (2014) also noted that staff support has an effect on volunteers’ experiences. When staff acknowledge and appreciate volunteers’ efforts, and actively help and foster a volunteer-friendly environment, volunteers are more likely to feel committed to the organization (Hobson et al, 1996). Higher levels of volunteer commitment increase the likelihood of volunteer engagement. Saksida and Shantz (2014) also found that both volunteer training and staff support increase volunteer commitment because the organization has provided volunteers with the knowledge and support to perform their daily functions, and has encouraged a sense of team membership. These organizational practices of recruitment, training, and staff support influence concepts leading to volunteer engagement.

Volunteer Engagement: Satisfaction, Commitment, & Intent to Stay

Vecina et al. (2012) noted that there are three components to volunteer engagement: levels of satisfaction, commitment to the organization, and intent to stay. Although different concepts, these are linked and build upon each other. In order to address *volunteer satisfaction*, one must first understand the factors that influence someone's decision to volunteer. The benefits of volunteerism can be thought of as what motivates volunteers to do so. Placing strong value in helping others and the desire to gain friendships and a feeling of community are a few examples of volunteer motivations (Esmond and Dunlop, 2004; Shaye, 2009).

There are a few ways to examine *volunteer satisfaction*. Volunteer satisfaction can be looked at as the evaluation of how well volunteer motivations are met. As mentioned previously, volunteer motivations are positively linked to volunteer satisfaction (Wang, 2014). When the motives of volunteers are met, they are more likely to be satisfied with their host organization. Satisfaction also examines how volunteers feel about staff support and the duties they perform (Vecina and Chacon, 2013). Volunteers are more satisfied when their duties are clearly defined and when staff are supportive (Vecina and Chacon, 2013). Volunteers' *commitment* to an organization and their *intent to stay* with the organization are intertwined. Commitment measures how interested volunteers are in the future of the organization, while intent to stay measures the likelihood of volunteers staying with the organization (Vecina & Chacon, 2013). The purpose of the current needs assessment is to understand staff perceptions of volunteer needs and to develop a plan for volunteer recruitment, commitment, and engagement at a community based organization (CBO).

Methods

A secondary data analysis of survey results from a mid-size CBO was conducted to assess volunteer needs. The survey measured (1) the number of staff with active volunteers and volunteer need; (2) how staff foresee making use of volunteers; and (3) ways to improve the volunteer program. Questions were asked specific to organizational programming, including this CBO's Adopt A Family program and their volunteer needs. The Adopt A Family program is a holiday gift drive, providing gifts to families in need. This program is one of the largest drives that the CBO does yearly.

Research Site

The CBO that is the focus of this study is a family services nonprofit organization located in the Southeastern United States. The CBO provides a wide range of family services across the southeastern state in which it is located. Services include family and individual counseling, parenting classes, transitional and supportive housing, residential living, foster care, and adoption services. The volunteer coordinator at the CBO requested that a needs assessment and plan for volunteer engagement be completed in order to broaden the scope of the current volunteer program. Findings from this study will be shared with the volunteer coordinator in an effort to create a more sustainable volunteer program.

Data Analysis

Survey data were collected in 2012 from staff at the CBO. Survey questions included: (1) Do you have any active volunteers working with you?; (2) Do you have current volunteers needs?; (3) How do you foresee using volunteers in the future?; Do you have any suggestions for improving the process of recruiting and/or training volunteers?; (4) Where do you see opportunities for using volunteers during the Adopt A Family process in the future?; and (5) Please share any other comments and/or concerns about the volunteer services program. Open-

ended responses were coded according to theme. The frequencies of the themes were then calculated, and examples are reported below. Closed-ended questions were coded and results were tallied.

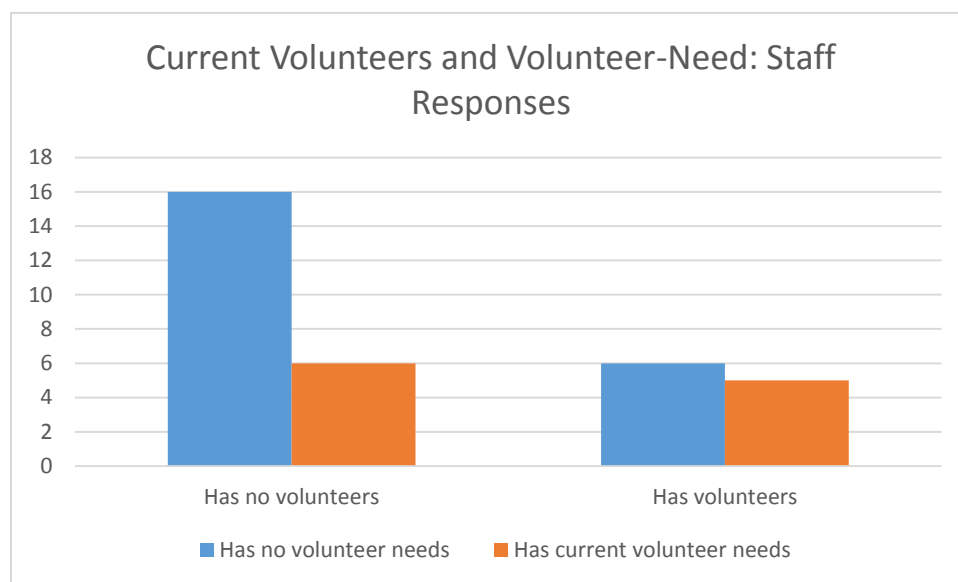
Results

Volunteer needs

Of the 34 staff members surveyed at the CBO, 11 indicated that they currently had volunteers working with them (see Figure 1). Of these 11 staff members with volunteers, five indicated that they had additional volunteer needs. Six staff persons answered that they had no additional volunteer needs at the time they completed the survey, but three of six noted that they may have the need for volunteer support in the future. Of the 22 staff members without current volunteers, 6 noted that they needed volunteers at the time they completed the survey. Sixteen staff members indicated that they had no current volunteer needs. Of this 16, 7 noted that they may have the need for volunteer support in the future.

Figure 1.

Current Volunteers and Volunteer-Need: Staff Responses



Volunteer uses

Staff reported several areas in which they could use volunteers. Their responses are organized according to direct and indirect service activities (see Table 1). As previously noted, direct service activities are those in which volunteers work directly with clients, like childcare, community outreach, or mentorship. The majority of staff indicated that they needed volunteers for indirect service activities including, administrative tasks, data entry, event planning, program implementation and maintenance, setting up for meetings, and other tasks (e.g. web proficiency, graphic design) (Table 1). Volunteers were most needed to do administrative tasks (n=12) and assist with event planning (n=7). Staff members were also asked how volunteers could be used specifically in the Adopt-A-Family program, which is a holiday donation drive. Staff members reported that they thought volunteers could help deliver food and gifts, label, and organize packages and assist with intake and checkout.

Table 1.

Staff suggestions of general and event-specific volunteer uses

Type of Volunteer Tasks	Tasks
Direct Service Activities	Childcare (n=3)
	Community outreach (n=3)
	Interaction with clients (n=1)
	Mentorship (n=1)
Indirect Service Activities	Administrative tasks (n=12)
	Data entry (n=3)
	Event planning (n=7)
	Other (n=4)
	Program implementation and maintenance (n=2)
	Set up for meetings (n=1)
Adopt-A-Family Services	Food/Gift package and delivery (n=4)
	General assistance (n=2)

	Labeling donations (n=2)
	Gift intake and checkout (n=3)
	Community outreach (n=3)
	Organizing gifts (n=2)
	Other (n=3)

Volunteer program perceptions

The majority of staff had no additional concerns or comments about the volunteer program (n = 23). Eight staff members expressed favorable views about volunteers and the volunteer program. Four other respondents expressed areas of improvement. A separate survey question asked for feedback on ways to improve the volunteer program, and those four responses are included with the other suggestions. Staff member’s recommendations for improvement most often mentioned recruiting (n=7), followed by volunteer orientations or trainings (n=6) (see Table 2).

Table 2.

Staff suggestions for improvement of the volunteer program

Staff suggestions	Number of mentions	Examples
Training	6	Providing regularly scheduled volunteer orientations, developing a training manual, keeping volunteers updated on office procedures
Follow up/retention	2	Volunteer appreciation activities
Volunteer matching	1	
Recruitment	7	Recruiting college students, professionals, senior citizens through social media and other volunteer sites
Scheduling	2	Having volunteers schedule availability online
Staff input	1	Having a space for staff to communicate their thoughts about the volunteer program

Recommendations

Staff members had favorable thoughts on the volunteer program and wanted to have greater access to volunteers for a wide range of tasks and activities. Based on the literature review and data from the staff survey, here are recommendations at the organizational and individual level for increasing volunteer engagement. These suggestions include improvements to volunteer recruitment, training, and increasing levels of volunteer commitment, satisfaction, and intent to stay.

Volunteer recruitment

Sixty-five percent of the CBO staff expressed either current or future volunteer -needs. Of the 19 responses to an open-ended request for feedback of the volunteer program, nine expressed the need for more volunteer recruitment and better ways to check for volunteer availability. This suggests that staff simply want more volunteers who are readily available. Research shows that adults between the ages of 35-44 volunteer the most, followed by young adults aged 16-19 years (US Bureau of Labor Statistics, 2015). Being mindful of the research and staff suggestions, it may be beneficial for the CBO to focus on recruiting a wide variety of volunteers (e.g. college students of all majors and working professionals) with diverse skills (i.e. mentorship, graphic design, web development, programming, event planning, etc.). Specific recruitment strategies, including posting specific and detailed opportunities on volunteer recruitment websites and social media, tabling at collegiate internship fairs, placing flyers in areas highly trafficked with the target population are a variety of ways to increase volunteer recruitment. Because of the size of the CBO, this organization may be able to provide volunteers with a personalized experience, which increases the likelihood for volunteer recruitment (Hager and Brudney (2011).

Although the use of volunteers for direct service, activities in which volunteers interact directly with the clientele, was suggested a few times, staff requested using volunteers for indirect service far more often. Examples of indirect service duties are general support, coordinating events, and managing volunteers and fostering volunteer development (Bolton, Brennan, and Terry, 2009). The duties of volunteers should be specified on all recruitment materials. Taglines highlighting what volunteers will be doing will help match volunteers' interests to particular tasks. Hager and Brudney (2011) suggest that organizations with indirect service activities have greater success with volunteer recruitment.

Volunteer training

Respondents expressed a wish for a volunteer orientation or training manuals. According to Saksida and Shantz (2014), providing a volunteer training strengthens volunteers' commitment to the organization. Having a volunteer training provides volunteers with the tools needed to effectively carry out their duties. Trainings should range in length of time based on the intensity on volunteer duties. Additionally, training provides information about the organization, volunteers' roles within the organization, and the organizations' expectations for the volunteers. Volunteers then have a clear understanding about their roles, thereby strengthening their commitment to the organization (Saksida and Shantz, 2014). Through the training, volunteers should receive in-depth information about the organization, its goals and mission, the tasks and duties they will be performing, and how these duties relate to the organization on a whole. During their time as volunteers, volunteers should be kept informed about organizational policies and procedures. Volunteer trainings should be held regularly, so that new volunteers are trained close to their start date. Training can also be beneficial for staff, so that all staff has a clear understanding of the volunteer program and how volunteers can be used.

Volunteer engagement

There are a few organizational practices that can increase volunteer satisfaction, which can be thought of as an evaluation of how well volunteer motivations are met. When the motives of volunteers are met, they are more likely to be satisfied with their host organization. In addition to motivations, direct service activities, like those suggested by staff (mentorship, childcare, and general interaction) allow volunteers to better relate and connect with clientele, which can lead to greater satisfaction and in turn, commitment. A mentorship or tutoring program could be implemented, in which volunteers and clients are matched based on personality, client needs, and volunteers' expertise.

Volunteers forming emotional attachments to their organization can lead to volunteers feeling a sense of commitment, which drives their intent to stay (Valeau et al., 2010). As mentioned previously, Vecina (2013) states that high levels of commitment to an organization can predict a long-term intention to stay with an organization. Several of the above-mentioned activities can also increase levels of commitment and intent to stay, which include providing volunteers with training materials or an orientation, building social contact, and understanding the motivations of volunteers. Leadership roles for volunteers can be created, allowing volunteers with strong leadership capabilities to manage others. This helps all volunteers feel more strongly committed to the organization.

In addition to the above recommendations, providing staff support aids in increasing volunteer engagement. Staff support ensures that volunteers feel as though staff understand and respects their roles. Staff should encourage and foster volunteer development, culminating in a volunteer-friendly environment. Managing volunteers effectively can be one of the key pieces that leads to a satisfied and committed volunteer base, and thus to more engaged volunteers (Mye

and Morocco, 2015). To assess levels of satisfaction, commitment, and intent to stay, a volunteer survey could be distributed once or twice per year. A sample volunteer assessment has been created (Appendix A). Additionally, an updated staff assessment is included (Appendix B).

Additional volunteer projects

The volunteer coordinator requested additional volunteer projects to expand the volunteer program. A full list of potential projects are included below (Figure 2). Incorporating these projects and the activities staff expressed were their highest areas of volunteer need may help build a more sustainable volunteer program. These projects increase in level of intensity, from least intense to most intense. Least intensive projects require less regular, dedicated manpower, less planning, and fewer resources. Most intensive projects require more committed volunteers, more time, resources, and planning. Ideally, many of the projects in the future can be planned and implemented by dedicated and committed volunteers.

Figure 2.

Potential volunteer projects

Least intense	<ul style="list-style-type: none"> □ Making birthday cards for the elderly once a month □ Making literacy kits □ Tutoring program □ Weekly storytelling
Medium intensity	<ul style="list-style-type: none"> □ Putting together a lending library or book swap □ Putting on a cultural and arts fair □ Having a beauty day for girls and young women □ Partnering with local library for a book-a-thon or knitting bee □ Having skill-based workshops <ul style="list-style-type: none"> □ Cooking classes □ HIV prevention □ Alcohol/drug abuse prevention □ Computer literacy □ Coding
Most intense	<ul style="list-style-type: none"> □ Community Garden <ul style="list-style-type: none"> □ Volunteers clean, dig, plant, weed, and maintain garden and deliver veggies □ Mother's/Father's Day Shoebox Project <ul style="list-style-type: none"> □ Modeled after the United Way's Shoebox Project □ Shoeboxes filled with toiletries and special messages for the recipients are collected, decorated, and distributed to clientele

These proposed recommendations may assist the CBO in developing a sustainable volunteer program with an engaged volunteer base. Many of the potential volunteer projects are sustainable and cost-effective; with the exception of the ‘most intense’ volunteer projects, the others can be repeated monthly, with little cost for maintenance. Volunteer training may be the most helpful solution to increase volunteer engagement and ensure that volunteers are as productive as possible, however trainings and orientations are time-intensive. The CBO may consider having staff and experienced volunteers help with these trainings.

Building a sustainable volunteer program requires that a wide variety of volunteers are recruited, trained, supported, and engaged in various tasks and projects. By improving how volunteers are recruited, training, and support levels of volunteer satisfaction, commitment, and intent to stay should also increase resulting in higher levels of volunteer engagement. Additionally, improving staff training and increasing the areas where staff can use volunteers will further aid in improving staff’s perceptions of the volunteer program.

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Appendix A: Volunteer Assessment

Q1. In just a few words, tell us how you describe this organization to your friends and family.

Q2. Please rate your overall volunteer experience with this organization.

	Very Poor (1)	Poor (2)	Fair (3)	Good (4)	Excellent (5)
Overall Experience (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3. Please rate your experience on the following criteria.

	Very Poor (1)	Poor (2)	Fair (3)	Good (4)	Excellent (5)
Staff Support (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facility (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency Introduction (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Tasks (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Supplies (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4. What did you enjoy most about your volunteer experience? What did you dislike?

Q5. Do you have a skill that this organization hasn't asked you to use or demonstrate, but you would like to showcase?

Q6. Did you receive a volunteer training?

Yes (1)

No (2)

If No Is Selected, Then Skip To How meaningful was the volunteer serv...

Q7. Please rate the volunteer training you received.

	Very Poor (1)	Poor (2)	Fair (3)	Good (4)	Excellent (5)
Volunteer Training (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8. How meaningful was the volunteer service you provided?

	Not at all meaningful (1)	Somewhat meaningful (2)	Moderately meaningful (3)	Very meaningful (4)	Extremely meaningful (5)
Volunteer Service (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9. How committed are you to continue serving with this organization?

	Not at all committed (1)	Somewhat committed (2)	Mostly committed (3)	Extremely committed (4)
Volunteer Commitment (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10. Do you have a mentor at this organization?

- Yes (1)
- No (2)

Q11. Please describe your relationship with your mentor.

Q12. Is there anything else you would like to tell us that would help us better recruit and engage volunteers?

Appendix B: Staff Assessment

Q1. Do you currently have any active volunteers working with you?

- Yes (1)
- No (2)

Q2. How many volunteers do you have?

Q3. Do you have any current volunteer needs? If yes, what are they?

Q4. How do you foresee using volunteers in the future?

Q5. Have you received training on how to manage volunteers at this organization?

- Yes (1)
- No (2)

Q6. Please rate the usefulness of this training.

	Not at all useful (1)	Somewhat useful (2)	Moderately useful (3)	Very usefull (4)
Volunteer Management Training (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7. To your knowledge, what practices are being used to engage and retain volunteers? Are they cost-effective?

Q8. Please share your comments and/or concerns about the volunteer services program.