

• SCLP 2021

Core Leadership Programme

Managing Volunteers



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Outcomes

1. Describe the stages of volunteer involvement and the role of managers in helping successful transition through these stages
2. Outline recruitment and selection procedures for volunteers
3. Explain the importance of volunteer induction and elements it should contain
4. Describe the factors which affect retention of volunteers and successful management strategies to help increase retention
5. Identify the importance of attentive supervision of volunteers and describe elements it should include
6. Outline ways to promote a positive 'volunteer-friendly' culture and discuss why this is important
7. Describe how to deal in a positive way with volunteers wishing to exit from volunteering

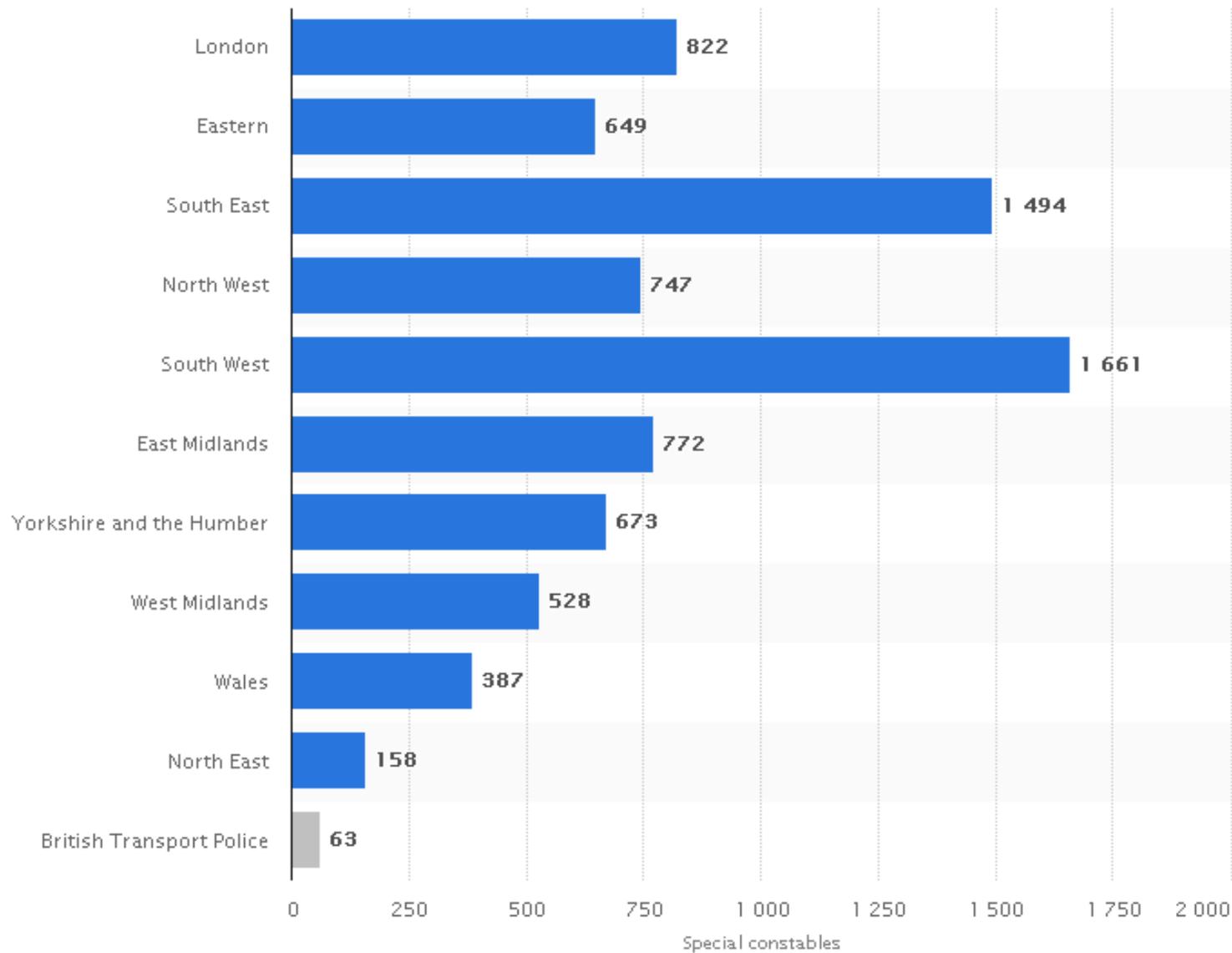




Introduction to Managing Volunteers

- England and Wales forces involve approximately
8,014 PSVs
9,172 SCs
- Current trend to involve more volunteers
- Good management is key factor
Volunteer satisfaction and retention
- Learning how best to manage growing number of volunteers is becoming even more important
- Training for volunteer managers is integral to improving the quality of volunteer management (Rochester, 2006)





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Definition of Volunteering

'An activity that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives'.

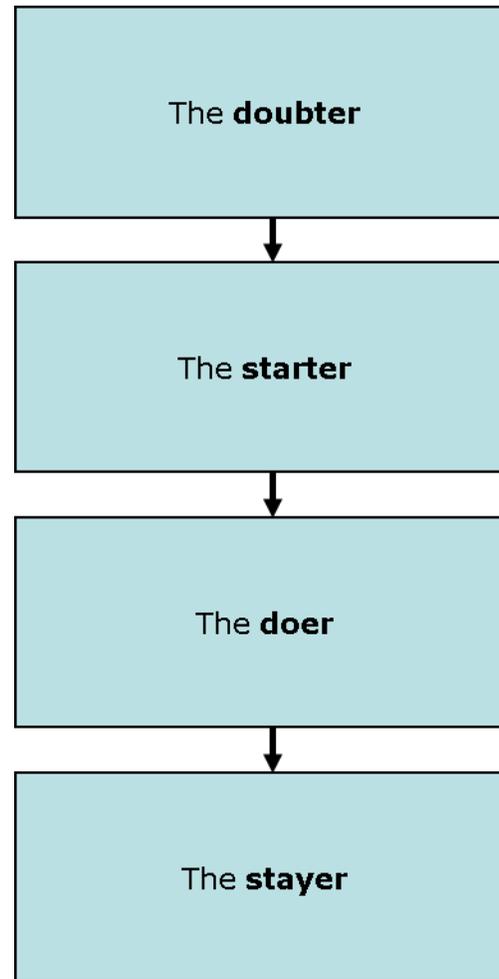
The Compact Code of Good Practice on Volunteering, Volunteering England (2009)



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Model of Volunteer Involvement



Gaskin (2003)



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Model of Volunteer Involvement

The **doubter** is outside volunteering and may have attitudes, characteristics or circumstances which keep them a non-volunteer.

The **starter** has entered volunteering by making an enquiry or application.

The **doer** has committed to being a volunteer and begun volunteering.

The **stayer** persists as a long-term volunteer.

Gaskin (2003)



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Recruitment & Selection

Why is it important?

- Important initial point in volunteer management
- First point of contact with force
- Transition between 'doubter' and 'starter'
- Important to select the 'correct' individuals using a fair and effective process



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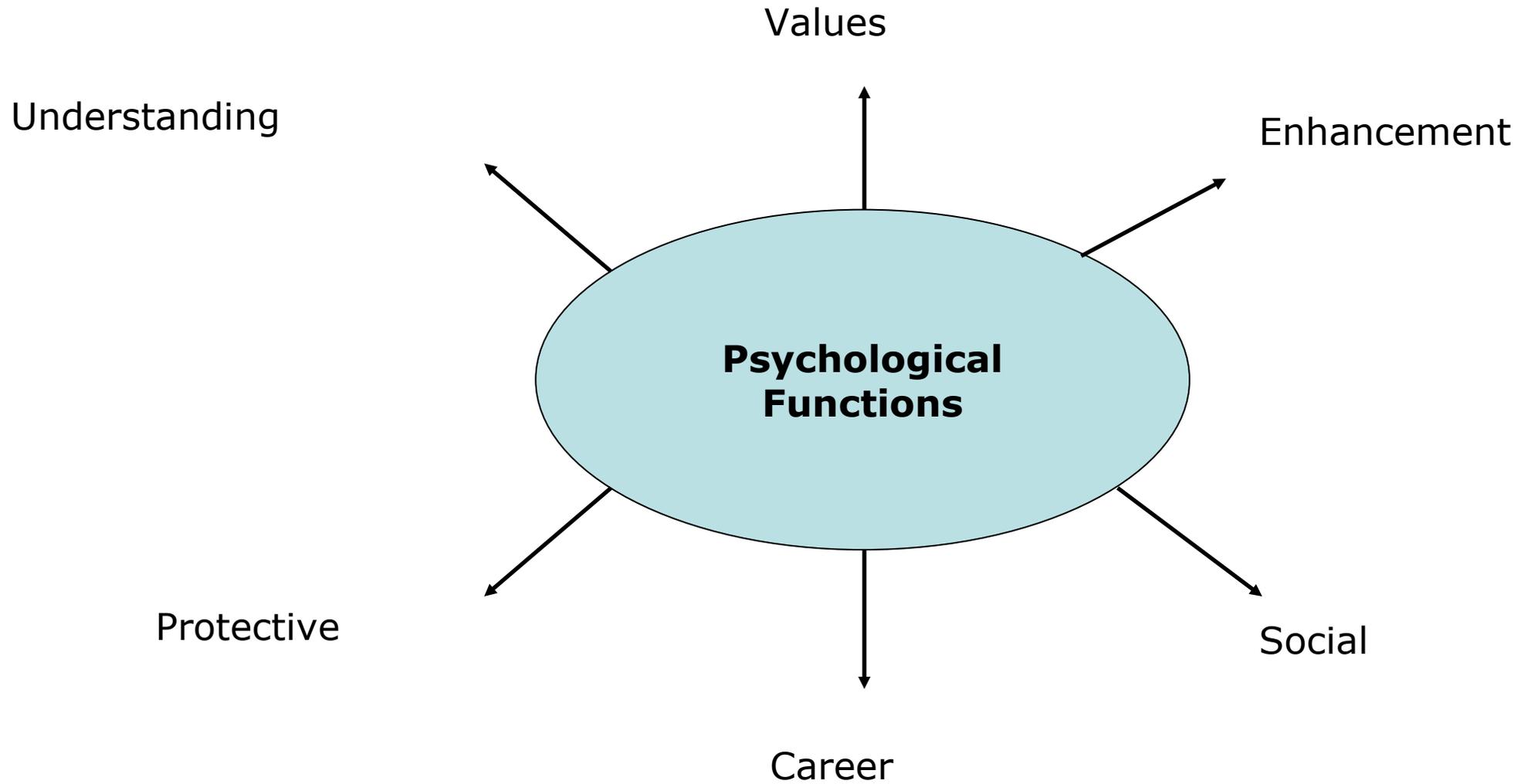
Elements of Recruitment & Selection

- Differences between SC and PSV recruitment
- Develop appropriate, meaningful and needs-driven volunteer roles
- Develop a written role description with clear objectives for involvement
- Clearly link roles to force objectives
- Ensure selection process is appropriate to role
- Use a fair and efficient selection process to match correct volunteers to role





Volunteer Motivations





Why People Volunteer

Understanding the motivations for volunteers is important because it is this understanding which determines the levels and types of support you provide them. The understanding of what people want from their volunteering is the basis upon which you plan your relationship with them. There are four broad categories of motivation and most volunteers will be motivated by one or more of these categories.





Achievement-motivated

The reasons why these volunteers become involved are:

- desire of excellence
- doing a good job
- needing a sense of important accomplishment
- wanting to change/advance career/get a job
- needing feedback





Status-motivated

These volunteers:

- like to lead, give advice
- want prestige, status
- enjoy influencing people and activities
- like their ideas to predominate



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Affiliation-motivated

These volunteers:

- like to be popular
- desire friendly relationships
- like to help other people
- dislike being alone at work or play



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Therapy – Motivated

For people going through/recovering from an emotional crisis or illness, volunteering can be a helpful way back to "normal" life.

An important point to remember is that people's needs change and develop e.g. a volunteer who originally has a strong therapy-need, may get this need met and move onto more of a need for status or achievement. A status-motivated volunteer may have their status needs met and become more motivated by affiliation etc. The skill of the volunteer manager is to recognise volunteers' changing needs and respond to them appropriately.





Individual Motivational Package

- Mixture of psychological functions
- Change over time/situation
- Attraction motivations can differ from retention motivations
- Implications for management throughout

Recruitment

Induction

Supervision

Retention



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Volunteer Induction

Why is it important?

- Transition from 'starter' to 'doer'
- Build positive relationship
- Balance between informality and efficiency
- Alignment between the force and the individual volunteer
- Integral part of policing family
- Start of organisational commitment
- Discussion of volunteer as an individual
- Managing expectations
 - From volunteer's perspective
 - From force perspective

The **starter** has entered volunteering by making an enquiry or application.

The **doer** has committed to being a volunteer and begun volunteering.





Induction Volunteer Information

- Individual motivational package
- Skills/knowledge/previous experience
- Preferences
- Barriers to volunteering
 - Internal (psychological)
 - External (practical demands)
- Areas for development
- Welfare issues





Induction Force Information

- Clear objectives for volunteer involvement
- Standards of professional behaviour and conduct
- Equality, diversity and human rights
- Training for role
- [Reward and recognition schemes](#)
- Support systems
- Volunteer agreement



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Whether you're on or off duty, you'll enjoy free travel on London Underground and buses, seven days a week.

Metfriendly

- Savings products
- Investment products
- Protection products
- Discounts & subsidies.

Healthcare

Free eye tests for police drivers .

Sports and Social

You, your family and friends will be able to access a huge number of subsidised leisure and sporting activities

Personal Support and advice

Occupational Health
Development and membership schemes





Legal Issues and Force Policy

- Working/Involvement time
- Absence of a legally binding contract
- Confidentiality issues
(e.g. Official Secrets Act (1989))
- Insurance
- Health and safety
- Expenses
- Force specific issues



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Volunteer Retention

Why is it important?

- Transition from 'doer' to 'stayer'
- Intuitively sensible to retain workers
- Turnover of volunteers can be disruptive

The **doer** has committed to being a volunteer and begun volunteering.

The **stayer** persists as a long-term volunteer.





Retention of SCs

Gaston & Alexander (2001)

Reasons for leaving

Personal factors and life events

- Study or work commitments
- Joined regular police force
- Domestic commitments (e.g. child care)

Organisational factors

- Poor supervision
- Lack of relevant training
- Feeling that they were not valued
- Uninteresting duties
- Perception they were not deployed in worthwhile manner



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Volunteer Retention Management Strategies

- Organisational/planning skills
- Flexibility
- Responsiveness
- Individualised approach to each volunteer
- Work/life balance
- Balance between volunteer freedom with necessary formalisation of the role
- Involvement in meaningful roles which meet force objectives
- Empower with increased levels of;
 - Responsibility
 - Autonomy



Volunteer Supervision

Why is it important?

- Helps transition from 'doer' to 'stayer'
- An ongoing two-way process
- Honest and open communication
- Gain insight from both perspectives
 - Volunteer
 - Force
- Continued management of expectations

The **doer** has committed to being a volunteer and begun volunteering.

The **stayer** persists as a long-term volunteer.





Supervision - Volunteer's Perspective

Gaining information from the volunteer's perspective

- Volunteer's experience of their role
- Alignment between force values and volunteer's individual values
- Change in motivations
- Level of organisational commitment





Supervision - Force Perspective

- Helping communicate information from the force perspective
 - Identify appropriate, meaningful tasks and match to the most suitable volunteer
 - Clearly explain how tasks link to force objectives
 - Communicate clear objectives and standards of performance
 - Monitor and feedback on performance
 - Provide reward and recognition





Supervision - Force Perspective (cont)

- Identify developmental needs and implement appropriate learning to address these
- Support systems
- Discuss development and progression
- Deal with underperformance
- Maintain records of involvement and hours worked
Duty Sheet
- Promote equality, diversity and human rights





Communication Methods

- Challenges in communicating with volunteers
 - Fewer opportunities
 - Flexible approach needed
- Communication media and strategy
 - Duty management systems
 - Duty Sheet
 - Weekly updates
 - Face to face supervision
 - Monthly newsletter
 - Email, text, phone call



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Force Culture – Why is it important?

- Volunteer role to be respected and understood
- Perception of volunteering scheme from internal and external perspectives
- To ensure volunteers are an integral part of the policing family
- Volunteers need to feel they are making valued contribution
- Retention of committed and satisfied volunteers
- Tension between employees and volunteers or inappropriate deployment if volunteering role misunderstood
- Buy-in from individuals working with and asked to manage volunteers





Managing the Exit

The 'retiring' stage

- Promoting a positive image
 - For the volunteer themselves
 - For the force
 - For the external perspective



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Exit Strategies

- What can management do?

Ongoing supervision to manage/avoid

Exit plan

- Reduced involvement/hours
- Support through the transition
- Patience as the volunteer adjusts

The exit interview

Potential follow up



Volunteer management is
'a choice blend'

Gaskin, (2003)



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Learning Outcomes

By the end of this workshop the learner will be able to:

- Describe the stages of volunteer involvement and the role of management in helping successful transition through these stages
- Outline recruitment and selection procedures for volunteers
- Explain the importance of volunteer induction and elements it should contain



Learning Outcomes (Cont)

- Describe the factors which affect retention of volunteers and successful management strategies to help increase retention
- Identify the importance of attentive supervision of volunteers and describe elements it should include
- Outline ways to promote a positive 'volunteer-friendly' culture and discuss why this is important
- Describe how to deal with volunteers wishing to exit from volunteering in a positive way



Thank you



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