

Fact Sheet 1

Volunteer Recruitment

The aim of this fact sheet is to provide information and guidance to organisations on volunteer recruitment, with some tips on different methods of identifying and selecting them.



Photo: Adriaan Backer

Important considerations when recruiting volunteers

- Why does your organisation need to recruit volunteers?
- What is the nature of work to be performed?
- What skills will the volunteer need to have?
- Why would a person want to volunteer for your organisation?
 - What is attractive about the role?
 - What is attractive about your organisation?
- How many volunteers are needed to carry out the work?
- What type of volunteer is needed?
 - Male or female?
 - What age?
 - What level of education?
 - Should they be professional or non-professional?
 - Should they be a member of your organisation?

A volunteer is a person who is motivated by free will and renders their services free of charge.

Volunteer recruitment is a means by which an organisation attracts and invites volunteers who are willing to assist it to fulfil its mission and achieve its objectives.

Community level considerations

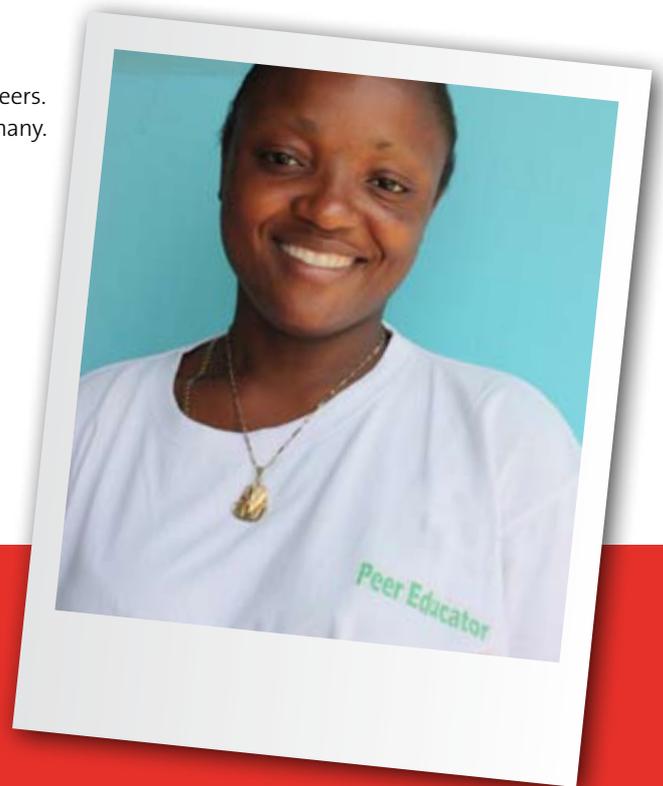
- What are the characteristics of the community that you serve? (for example urban, peri-urban or rural)
- What are the demographics of the community?
- Consider recruiting volunteers from the population your organisation exists to serve. This demonstrates to the community that people are assets, and it tells people that you value them.
- Does the community expect particular forms of behaviour from the volunteers?
- Is the volunteer capable of dealing with issues of conflict at community level?
- Does the volunteer have multiple roles and duties within the community which may affect how they operate?

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How to recruit volunteers

- Raise awareness in the community of your request for volunteers.
- Specify what type of volunteer you are looking for and how many.
- Specify the:
 - nature of the work
 - expected time to be invested by the volunteer
 - preferred age and sex
 - preferred level of education and skill set
 - desired characteristics and expected conduct
 - reporting and support structure

Recruitment can start when individuals come forward or the community identifies suitable individuals.



Volunteers can be recruited through

- Word of mouth
- Campaigns and events
- Media coverage
- Literature (leaflets, posters, publications)
- Advertising (radio, television, internet, press, cinema)
- Networking (professional linking, endorsement, schools, universities, community groups)
- Direct mail (sending letters, postcards to targeted groups)
- Website
- Newsletters

How to select volunteers

The community leader and organisation officer should document the names of all potential volunteers. The recruiting organisation should receive a copy of this list.

The organisation should carry out the following activities:

- Invite the potential volunteers to a meeting. Present information about what is expected of the volunteer in terms of skills and time. It is important that both the organisation and the volunteers have realistic expectations of each other.
- Make sure that the volunteer has the correct skills for the volunteer position. For example, screen for ability to read and write and perform simple arithmetic tasks if necessary.
- Where possible, carry out a criminal screening exercise through the leadership or the law enforcement agents.
- Agree a contract between the volunteer and organisation. Ensure that all contractual agreements are properly understood and signed.
- Orient the volunteer to the organisation, project and the areas of work.
- Ensure a support system is in place for the volunteer, so they know who to report to and how to solve any problems should they arise.

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Fact Sheet 2

Volunteer Induction and Training

The aim of this fact sheet is to provide information and guidance to organisations on volunteer induction and training processes, with some key steps to guide you on the way.



Photo: Petterik Wiggers

Induction

This is a process where volunteers are introduced to the organisation. This includes organisation's offices, staff, projects and programmes, strategies, values and ways of working. This is an important component to volunteers so that they are clear on the organisation's expectation and their roles.

Induction tips

- Introduce the volunteer to the organisational customs, culture and values, code of conduct, (how things are done in one's organisation)
- Present organisational policies and procedures: i.e. guiding principle on how the volunteer is going to operate within the organisation.

Training

This is a process where volunteers learn about their roles, responsibilities and rights, reporting structures and working hours. If necessary they are trained in new skills. Some organisations have manuals to help with this. It is likely that volunteers will be trained on the specific programmatic issues, for example the life skills programme for young people. The duration of training will vary depending on the content and the type of volunteers being trained.

Training tips

- Ensure the volunteer understands roles and responsibilities and what they are expected to do within a given time frame.
- Ensure the volunteer understands the type of community they will be working with, and how they should behave accordingly.



Key steps to guide your way

- Induction and training should start immediately after signing the contract.
- Create a volunteer folder that includes details about the programme and information about the role. It should also contain the organisation's volunteer policy, information about reporting requirements, support structures, and grievance procedures.
- Provide the volunteer with contact details of all programme staff/supervisors, networking partners and other key volunteers.
- Have one-to-one chats and meetings to build relationships between staff and volunteers, both internally within your organisation and with other organisations who could offer areas of support to the volunteers.
- Provide training that is appropriate to the life skills programme for young people.
- Provide a calendar of activities or work schedule to the volunteer to allow them to plan their time accordingly.
- Provide necessary equipment to the volunteer, and ensure that they know how to use it safely.
- Provide up to date resources and information on life skills programme which will assist the volunteer in simple and accessible language. Use illustrations to communicate where appropriate.
- Develop an end of training assessment form to measure the effectiveness of the programme covered and come with follow up strategies.



Fact Sheet 3

Volunteer Support and Motivation

The aim of this fact sheet is to provide information and guidance to organisations on volunteer support and motivation, with some practical examples of how to do so.



Photo: Adriaan Backer

Volunteer support

Volunteer support is the assistance or support given to volunteers both materially and morally. A volunteer's level of motivation will affect how they carry out the work required of them.

Forms of support include

- Induction to the organisation and clarity on volunteering tasks.
- Provision of travel costs during work outside of usual areas.
- Exchange visits within and outside the district.
- Linking with community through local leadership
- Personal development training.
- Training to improve efficiency and competency
- Up to date and appropriate equipment
- Technical support

Volunteer motivation

Seeking to understand why a person volunteers may help you to provide the right kind of support to them. Three primary reasons why people choose to volunteer are:

Power: a volunteer motivated by power may need to be independent or to have control over a project.

Achievement: a volunteer motivated by achievement may seek to learn new skills through participation in a project.

Affiliation: a person volunteers because they enjoy the social aspects of the work.



Strategies for keeping abreast of a person's motivation to continue volunteering and knowing their satisfaction levels include; regularly sharing new developments about the organisation, program, and fieldwork; periodically soliciting the volunteer's suggestions about the program; finding out what the volunteer likes most about his or her volunteer assignment; if necessary moving her or him to a position that included more of what they enjoy; promoting exceptional volunteers to more responsible positions.

How can organisation staff members show their appreciation for volunteers?

- **Be honest and give appropriate recognition for the volunteer's achievement**
- **Give recognition to the person not the work**
- **Give recognition specifically for what the person did and describe what went well**
- **Give recognition on a timely basis**
- **Give recognition for what you want more of**
- **Recognise effort, not just completion of task**
- **Recognise consistently and frequently**
- **Direct mail (sending letters, postcards to targeted groups)**
- **Website**
- **Newsletters**

What can organisations do to encourage volunteer motivation?

An organisation tells volunteers they value them by recognising their valuable contributions. Organisations can support volunteers in the following ways:

Provide professional support

- Award volunteers with certificates of attendance after completing a training course
- Organise exchange visits with some selected volunteers
- Invite volunteers to social or organisational functions e.g. AGMs and other meetings
- Involve volunteers during the development of IEC materials and outputs

Provide material or financial support

- Assist volunteers with motivational items or working tools like t-shirt, shoes, hats, toiletries and bicycles when funds permit
- Give them priority number one on IGPs establishment and start up grants
- Pay school fees for youth volunteers, their siblings, children or other dependents
- Organise retreat camps for volunteers
- Provide hampers or farming inputs
- Provide volunteer social protection
- Engage them when there is work that gives volunteer allowances

Show individual and public appreciation

- Appreciate volunteers contribution verbally
- Give feedback from the projects to the volunteers so they feel included
- Give certificates to long serving members
- Commemorate the International Volunteer Day, December 5th, each year
- Give volunteers recognition and acknowledge their work during opening ceremonies or community gatherings: AGM, festivals, launch of new programmes.



Fact Sheet 4

Volunteer Supervision

The aim of this fact sheet is to provide information and guidance to organisations on volunteer supervision, with some tips on issues to consider for effective and efficient volunteer supervision.



Volunteer supervision is an integral part of the volunteer management system. Supervision ensures effective and efficient use of time and resources and ensures quality services to project beneficiaries. The numbers of volunteers within a project can sometimes be overwhelming to supervise. This makes it mandatory to have volunteer supervision structures, systems and strategies in place.

The supervision of volunteers means overseeing their progress, and increasing their productivity. Organisations can give direct support by:

- Mutually setting goals and organizational work plans
- Supporting conditions for volunteer motivation
- Observing and conducting regular performance reviews then give feedback
- Addressing performance problems
- Ensuring sufficient rewards

Supervision ensures the volunteer management system remains effective and efficient. The supervisor should regularly assess the quality of each activity carried out by the volunteer. The volunteer's role should conform to the organisational policy. Both the organisation and its volunteers should benefit from the volunteer role and activities. Results of any assessment should be used to adjust roles.

Strategies to help volunteer perform their role effectively

- Assign duties to the volunteer which are to be done in a specific time frame
- Ensure appropriate facilities with adequate equipment
- Observe and review volunteer's activities to achieve the goals
- Evaluate the volunteer's performance, reward good performance, and address below average performers sensitively
- Assigned to the volunteer should be specific activities aptly described as work directing, rather than delegating.



Issues to consider for effective and efficient volunteer supervision

- Each volunteer should have clearly defined tasks and roles with key performance targets and outputs (within a defined geographical area)
- If there are numerous volunteers, they should be clustered (normally defined by proximity within a geographical area or through skill sets) and a cluster supervisor allocated
- What are the quality control guidelines that allow for assessment of volunteer roles?
- What are the performance and feedback modalities?
- What is the role of the community in volunteer supervision to ensure a sense of community ownership and sustainability?

Monitoring volunteer supervision

- Hold regular feedback meetings coordinated by cluster supervisors
- Hold periodic community feedback meetings with community leaders and others
- Request monthly returns and reports
- Supervisors carry out spot checks in a supportive manner
- Volunteers receive visits by field support staff
- Peer reviews and peer support sessions can combine support to volunteers with complementary skills development

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