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# Balancing Passion & Progress: how do we manage volunteers?

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**NFP HR Forum**

**Cerebral Palsy Alliance, 7<sup>th</sup> August 2012**

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# Volunteers



How would you  
manage these guys?

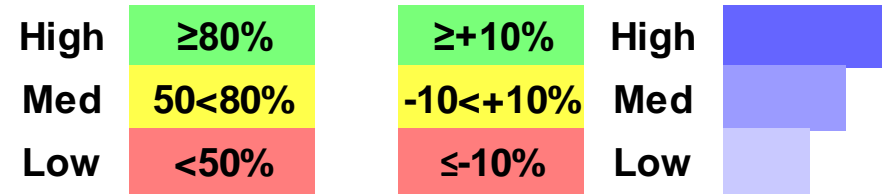
# believe, belong & achieve



Langford, P. H., Parkes, L. P., & Metcalf, L. (2006). Developing a structural equation model of organisational performance and employee engagement. Proceedings of the joint conference of the Australian Psychological Society and the New Zealand Psychological Society, Auckland, New Zealand.

# volunteers

382 volunteers in 9 organisations

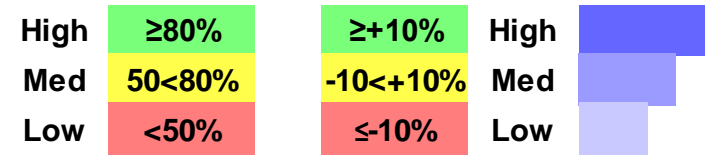


	% N/A	% Fav	NFP % Diff	Impact On PASSION
<b>PASSION / ENGAGEMENT</b>	10%	88%	+16%	
- Organisational Commitment	5%	89%	+12%	
- Job Satisfaction	5%	97%	+16%	
- Intention To Stay	19%	78%	+21%	
<b>PROGRESS</b>	22%	85%	+16%	
- Organisation Objectives	20%	91%	+16%	
- Change & Innovation	32%	73%	+18%	
- Customer Satisfaction	13%	92%	+16%	

## NFP organisations include:

Wesley Mission, Sacred Heart Mission, St Joseph’s Family Services, UnitingCare (CYPFS), Intereach, HammondCare, Catholic Care of the Aged, The Whiddon Group, Australian Diabetes Council

# volunteers



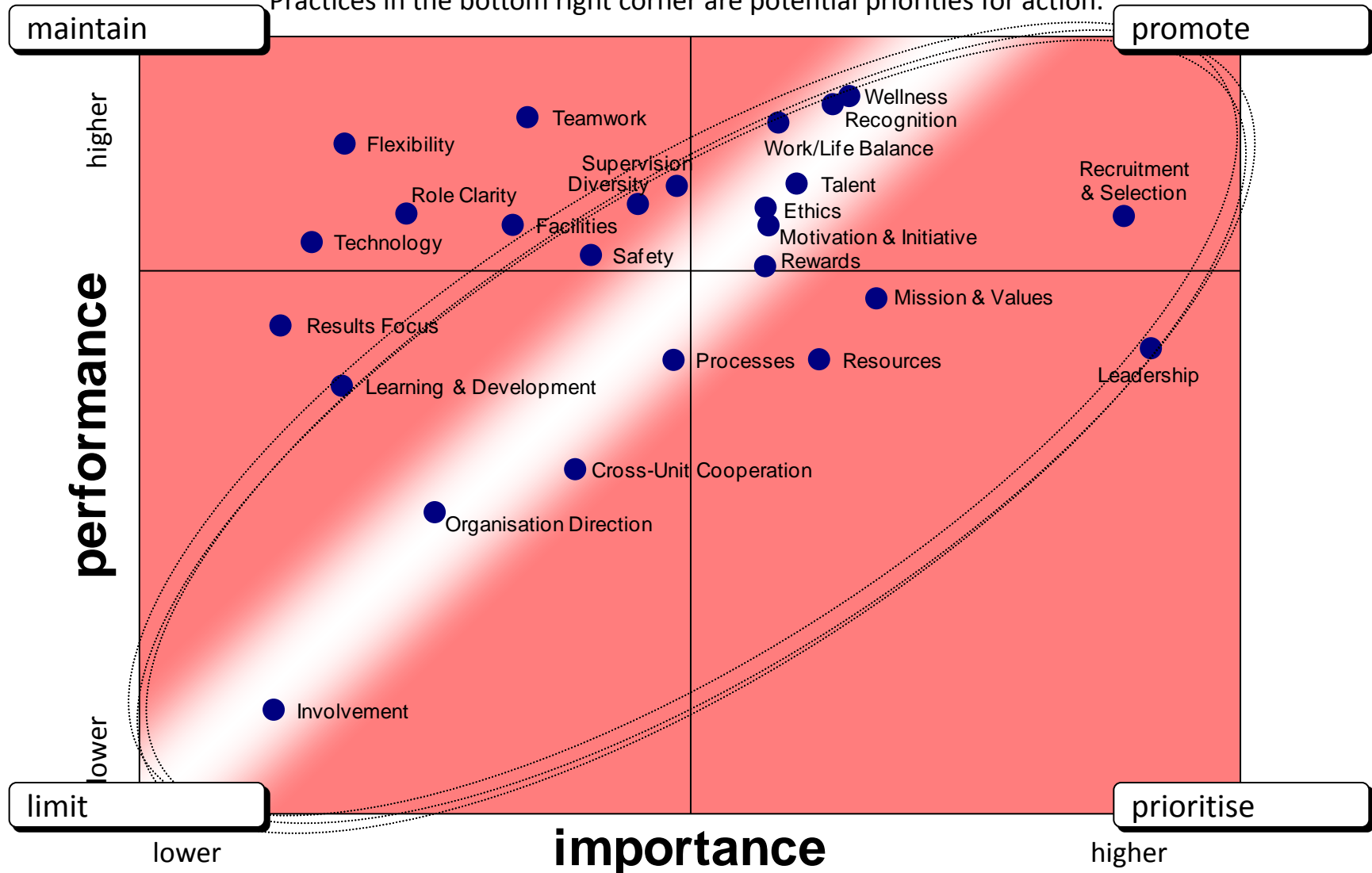
## 382 volunteers in 9 organisations

		% N/A	% Fav	% Diff	Impact On PASSION
PURPOSE	Organisation Direction	38%	80%	+12%	
	Results Focus	67%	89%	+11%	
	Mission & Values	12%	95%	+10%	
	Ethics	19%	91%	+15%	
	Role Clarity	21%	92%	+9%	
PROPERTY	Diversity	24%	93%	+13%	
	Resources	26%	82%	+15%	
	Processes	31%	80%	+18%	
	Technology	76%	84%	+26%	
	Safety	14%	90%	+15%	
PARTICIPATION	Facilities	60%	89%	+26%	
	Leadership	54%	82%	+21%	
	Recruitment & Selection	75%	87%	+25%	
	Cross-Unit Cooperation	53%	70%	+23%	
	Learning & Development	24%	79%	+17%	
	Involvement	53%	59%	+8%	
	Rewards	35%	89%		
PEOPLE	Recognition	72%	91%		
	Supervision	14%	91%	+16%	
	Motivation & Initiative	76%	88%	+18%	
	Talent	73%	92%	+17%	
PEACE	Teamwork	13%	95%	+11%	
	Wellness	31%	94%	+25%	
	Work/Life Balance	66%	95%	+16%	
	Flexibility	78%	93%	+22%	

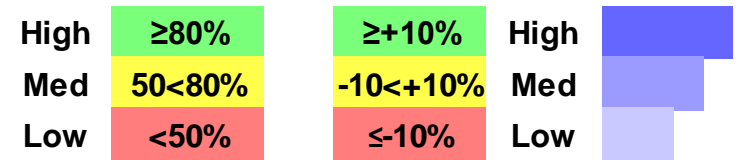
# gap analysis – volunteers

Practices towards the right (higher “importance”) have a greater impact on Passion and Progress. Ideally, practices should rest in the oval where there is a good match between performance and importance.

Practices in the bottom right corner are potential priorities for action.



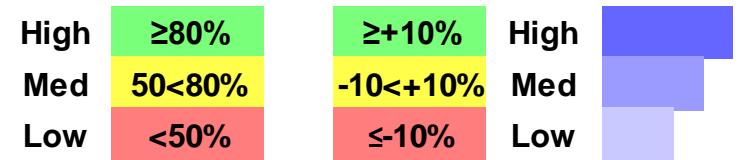
# top 10 %favourable



		% N/A	% Fav	NFP % Diff	Impact On PASSION
<b>Autonomy</b>	I am given enough independence to do my job well	75%	98%		
<b>Job Satisfaction</b>	I like the kind of work I do	3%	98%	+14%	
<b>Work/Life Balance</b>	I am able to meet my family responsibilities while still doing what is expected of me at work	72%	97%	+17%	
<b>Diversity</b>	Sexual harassment is prevented and discouraged	19%	97%	+8%	
<b>Mission &amp; Values</b>	I believe in the work done by this organisation	4%	97%	+11%	
<b>Flexibility</b>	This organisation has enough flexible work arrangements to meet my needs	78%	97%	+18%	
<b>Role Clarity</b>	I understand how my job contributes to the overall success of this organisation	6%	97%	+10%	
<b>Job Satisfaction</b>	Overall, I am satisfied with my job	7%	97%	+19%	
<b>Job Satisfaction</b>	My work gives me a feeling of personal accomplishment	5%	96%	+17%	
<b>Work/Life Balance</b>	I have a social life outside of work	73%	96%	+13%	



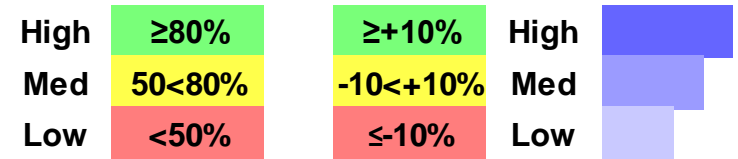
# top 10 compared to NFP employee bench



		% N/A	% Fav	NFP % Diff	Impact On PASSION
<b>Rewards</b>	The rewards and recognition I receive from this job are fair	42%	87%	+35%	
<b>Recognition</b>	This organisation acknowledges the contributions of volunteers	71%	92%	+33%	
<b>Recognition</b>	This organisation recognises people's achievements	73%	90%	+32%	
<b>Facilities</b>	The buildings, grounds and facilities I use are regularly upgraded	74%	85%	+31%	
<b>Wellness</b>	I am given enough time to do my job well	46%	95%	+30%	
<b>Technology</b>	This organisation makes good use of technology	76%	87%	+29%	
<b>Rewards</b>	This organisation fulfils its obligations to me	28%	90%	+27%	
<b>Technology</b>	The technology used in this organisation is kept up-to-date	78%	86%	+27%	
<b>Recruitment &amp; Selection</b>	This organisation is good at selecting the right people for the right jobs	75%	81%	+27%	
<b>Cross-Unit Cooperation</b>	There is good communication across all sections of this organisation	52%	68%	+27%	

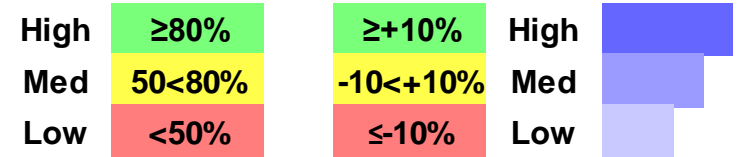


# bottom 10 %favourable



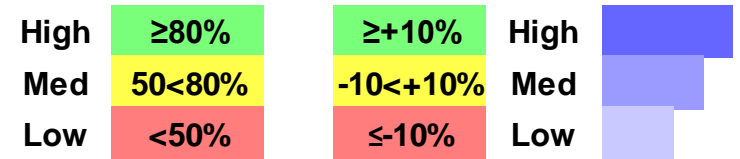
		% N/A	% Fav	NFP % Diff	Impact On PASSION
<b>Involvement</b>	I have input into everyday decision-making in this organisation	49%	45%	0%	
<b>Involvement</b>	I am consulted before decisions that affect me are made	70%	55%	+8%	
<b>Cross-Unit Cooperation</b>	Knowledge and information are shared throughout this organisation	54%	65%	+18%	
<b>Cross-Unit Cooperation</b>	There is good communication across all sections of this organisation	52%	68%	+27%	
<b>Change &amp; Innovation</b>	Change is handled well in this organisation	32%	68%	+18%	
<b>Change &amp; Innovation</b>	The way this organisation is run has improved over the last year	35%	72%	+14%	
<b>Continuous Improvement</b>	This organisation is always trying to find better ways to do things	80%	72%		
<b>Intention To Stay</b>	I can see a future for me in this organisation	29%	73%	+20%	
<b>Change &amp; Innovation</b>	This organisation is good at learning from its mistakes and successes	36%	73%	+17%	
<b>Organisation Direction</b>	I am aware of the overall strategy senior management has for this organisation	58%	75%	+16%	

# bottom 10 compared to NFP employee bench



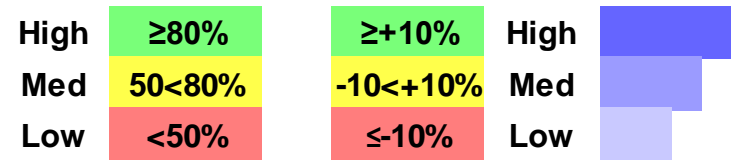
		% N/A	% Fav	NFP % Diff	Impact On PASSION
<b>Involvement</b>	I have input into everyday decision-making in this organisation	49%	45%	0%	
<b>Role Clarity</b>	During my day-to-day duties I understand how well I am doing	15%	83%	+7%	
<b>Diversity</b>	Sexual harassment is prevented and discouraged	19%	97%	+8%	
<b>Organisation Direction</b>	I am aware of the values of this organisation	13%	91%	+8%	
<b>Organisational Commitment</b>	I am willing to put in extra effort for this organisation	6%	90%	+8%	
<b>Involvement</b>	I am consulted before decisions that affect me are made	70%	55%	+8%	
<b>Teamwork</b>	I have good working relationships with my co-workers	13%	96%	+9%	
<b>Mission &amp; Values</b>	I believe in the overall purpose of this organisation	7%	95%	+9%	
<b>Mission &amp; Values</b>	I believe in the values of this organisation	25%	93%	+9%	
<b>Results Focus</b>	High standards of performance are expected	66%	91%	+10%	

# top 10 impacting volunteer passion



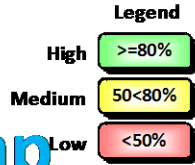
		% N/A	% Fav	NFP % Diff	Impact On PASSION
<b>Recognition</b>	This organisation acknowledges the contributions of volunteers	71%	92%	+33%	High
<b>Recognition</b>	This organisation demonstrates confidence in volunteers	72%	90%	+24%	High
<b>Leadership</b>	I have confidence in the ability of senior management	49%	83%	+16%	High
<b>Recruitment &amp; Selection</b>	This organisation is good at selecting the right people for the right jobs	75%	81%	+27%	High
<b>Leadership</b>	Senior management are good role models for staff	52%	86%	+24%	High
<b>Wellness</b>	I feel emotionally well at work	12%	95%	+24%	Med
<b>Leadership</b>	Senior management listen to other staff	62%	81%	+23%	Med
<b>Customer Satisfaction</b>	This organisation offers products and/or services that are high quality	10%	93%	+16%	Med
<b>Recognition</b>	This organisation recognises people's achievements	73%	90%	+32%	Med
<b>Facilities</b>	The buildings, grounds and facilities I use are regularly upgraded	74%	85%	+31%	Med

# top 10 gaps between performance and importance



		% N/A	% Fav	NFP % Diff	Impact On PASSION
<b>Leadership</b>	I have confidence in the ability of senior management	49%	83%	+16%	High
<b>Continuous Improvement</b>	This organisation is always trying to find better ways to do things	80%	72%		Med
<b>Recruitment &amp; Selection</b>	This organisation is good at selecting the right people for the right jobs	75%	81%	+27%	High
<b>Leadership</b>	Senior management are good role models for staff	52%	86%	+24%	High
<b>Leadership</b>	Senior management listen to other staff	62%	81%	+23%	Med
<b>Recognition</b>	This organisation demonstrates confidence in volunteers	72%	90%	+24%	High
<b>Recognition</b>	This organisation acknowledges the contributions of volunteers	71%	92%	+33%	High
<b>Mission &amp; Values</b>	I believe in the values of this organisation	25%	93%	+9%	Med
<b>Leadership</b>	Senior management keep people informed about what's going on	53%	77%	+21%	Med
<b>Integrity &amp; Alignment</b>	This organisation delivers services that support (actions are consistent with) its values	62%	85%		Low

# volunteers weather map



		Q121 Age			Q122 Tenure				Q123 Frequency		
		Volunteers	Under 55	55 or older	Less than 1 yr	1-5 yrs	5-10 yrs	More than 10 yrs	More than once week	Weekly	Less than weekly
<b>Responses:</b>		<b>382</b>	<b>59</b>	<b>190</b>	<b>75</b>	<b>95</b>	<b>42</b>	<b>39</b>	<b>27</b>	<b>54</b>	<b>39</b>
<b>PASSION / ENGAGEMENT</b>		88%	89%	91%	91%	91%	89%	87%	87%	90%	96%
- Organisational Commitment		89%	89%	92%	94%	89%	93%	88%	86%	89%	95%
- Job Satisfaction		97%	97%	96%	97%	98%	95%	96%	96%	99%	98%
- Intention To Stay		78%	80%	84%	83%	85%	79%	78%	78%	82%	94%
<b>PROGRESS</b>		85%	85%	87%	87%	89%	84%	81%	70%	86%	92%
- Organisation Objectives		91%	95%	93%	93%	93%	89%	91%	80%	92%	98%
- Change & Innovation		73%	68%	78%	73%	80%	76%	65%	54%	73%	79%
- Customer Satisfaction		92%	94%	92%	96%	93%	87%	87%	75%	93%	99%
<b>PURPOSE</b>	Organisation Direction	80%	82%	84%	87%	79%	81%	89%	62%	90%	88%
	Results Focus	89%	91%	87%	97%	88%	96%	78%			
	Mission & Values	95%	90%	96%	98%	93%	97%	90%	90%	96%	99%
	Ethics	91%	90%	93%	93%	90%	92%	91%	77%	95%	98%
	Role Clarity	92%	89%	93%	91%	93%	91%	92%	84%	84%	87%
<b>PROPERTY</b>	Diversity	93%	92%	92%	92%	94%	95%	88%	91%	93%	98%
	Resources	82%	89%	87%	92%	84%	93%	77%	81%	92%	92%
	Processes	80%	79%	82%	83%	86%	77%	75%	75%	66%	82%
	Technology	84%	78%	84%	89%	81%	85%	74%			
	Safety	90%	87%	92%	87%	92%	95%	88%	85%	93%	89%
<b>PARTICIPATION</b>	Facilities	89%	79%	93%	91%	88%	91%	88%	86%	91%	100%
	Leadership	82%	86%	89%	88%	89%	86%	87%			
	Recruitment & Selection	87%	91%	88%	86%	86%	87%	92%			
	Cross-Unit Cooperation	70%	76%	76%	89%	78%	70%	64%			
	Learning & Development	79%	63%	83%	77%	79%	87%	75%	68%	79%	65%
	Involvement	59%	44%	62%	48%	57%	65%	61%	30%	46%	36%
	Rewards	89%	83%	90%	89%	91%	93%	76%	81%	78%	92%
<b>PEOPLE</b>	Recognition	91%	75%	93%	95%	85%	92%	96%	80%	95%	100%
	Supervision	91%	94%	94%	91%	92%	93%	97%	91%	93%	97%
	Motivation & Initiative	88%	98%	86%	86%	93%	89%	86%			
	Talent	92%	96%	90%	91%	94%	98%	86%			
	Teamwork	95%	90%	97%	91%	97%	97%	96%	91%	94%	100%
<b>PEACE</b>	Wellness	94%	93%	95%	96%	95%	94%	95%	94%	96%	94%
	Work/Life Balance	95%	95%	96%	95%	97%	99%	90%			
	Flexibility	93%	89%	94%	97%	92%	100%	88%			

# Volunteers:

- Are passionate! They love their work and believe their jobs are important and meaningful.
- Aren't bound by the same command and control requirements as "employees". They are given autonomy to do the job their way, when and how it suits them.

Compared to paid employees, volunteers:

- Can leave whenever they want – but have a greater intention stay
- Aren't paid, but are more satisfied with rewards and recognition
- Have more time to do a good job
- Are more satisfied (or less frustrated?) with facilities, technology

Along with paid employees, volunteers:

- are not very involved in organisational decision-making,
- see limited cooperation across divisions/departments, and
- are poorly managed through change

# recommendations

## **When managing volunteers for maximum passion and progress:**

- Connect volunteers with Senior Leadership to build confidence and trust
- Find where they can contribute the most – the best fit between the person and the role
- Continually reinforce individual contribution – efforts and abilities
- Align organisation goals and volunteer goals to create a passion for a shared end-game
- Provide a healthy, positive work environment that supports worker wellbeing
- Stay focused on your core values, providing the best possible service to clients, and continually improving