

## The Committed Volunteer

### Lesson Plan:

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**Duration:** 50 Minutes

**Teaching Method:** Lecture/Discussion

**References:** Student Guide & Slide Presentation

**Teaching Aids/Handouts:** Student Guide, slide presentation

**Reading Assignment:** Student Guide

**Lesson Objective:** Recognize the importance of volunteer recruiting, development, and retention in the unit.

### Desired Learning Outcomes:

1. Define "Committed Volunteer".
2. Understand the volunteer environment in which CAP competes for members.
3. Discuss trends that affect volunteer recruiting and retention.
4. Explain motivational techniques for members.
5. Understand the challenges of developing a committed volunteer.
6. Understand how to provide a graceful exit when appropriate.

### Lesson Strategy:

This segment is designed to impress upon commanders the importance of the process for successfully managing volunteer members, especially given CAP's volunteer heritage.

The teaching outline provides an introduction, outline of the main points, and a conclusion to be adapted as required to meet the needs of a particular wing. The presenter should personalize the lesson to reflect the unique characteristics of the wing.

## Lesson Outline:

### MAIN POINTS:

- I. "Committed Volunteer" defined.
- II. The volunteer environment.
- III. Current trends affecting volunteer recruiting and retention.
- IV. Motivational techniques for members.
- V. The challenges of developing a committed volunteer.
- VI. How to provide a graceful exit, when appropriate.

## Teaching Plan

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**Lesson Objective:** Comprehend the importance of motivation in unit command.

### ATTENTION:

Americans have a long tradition of volunteering and volunteering is also the very foundation of CAP. Here you gain important insights into developing committed volunteers in your unit.

### MOTIVATION:

This lesson will provide insight into how to build a successful career in CAP for each and every volunteer, how to could match their interests and skills to unit needs, how to tap into the inner drive that makes people perform while accomplishing the missions of the unit.

### OVERVIEW:

In this segment we'll discuss volunteering. We'll look over some statistics about who volunteers and how often. This will help them see the environment in which we compete for the time and interest of prospective members. We'll examine some trends and gain insight into the needs of volunteers. We'll examine the volunteer development and management process to see how successful execution results in the retention of members. Finally, we'll examine some ideas about resolving conflict and ending volunteer commitment when appropriate. We will reference information that applies to volunteering in general, not just CAP, to help us maintain perspective about our own organization as just one possible choice available to our members.

**TRANSITION:** Let's begin with "Who Volunteers?"

## Main Points:

### MP I. "Committed Volunteer" defined

- A. Poll students for their definitions.
- B. State the book definition:

A truly committed volunteer is a reliable and loyal person of virtue, one who has a personal character trait to see something through to its finish, because they believe in the cause and team is depending on them.

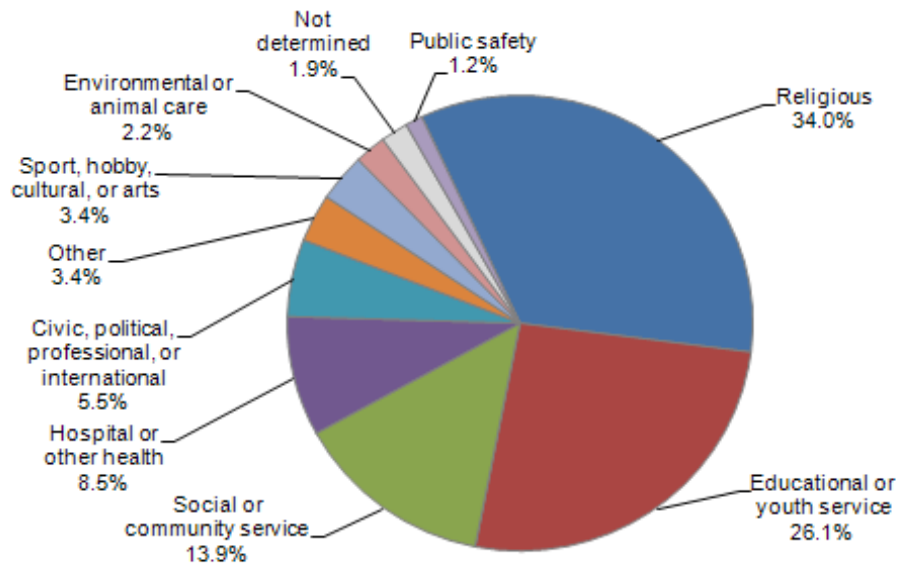
### MP II. The volunteer environment

- A. Poll students for their ideas about how many Americans volunteer, in what situations, for what causes.
- B. Introduce statistics.

### Who Volunteers?

About 63.4 million people volunteered at least once during the year 2009. While those numbers may seem large, this amounts to only **26.8% of the population**. (Bureau of Labor)

**Volunteers by type of main organization for which volunteer activities were performed, September 2009**



Source: U.S. Bureau of Labor Statistics

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The median was 50 hours annually. Compare that to the two hour weekly minimum we expect of all members just for unit meetings.

A few more statistics will let us give us a clearer picture of the most common types of volunteering. Remember we are using these to help us better understand the process of acquiring and maintaining our own volunteer members.

By type of volunteering:

34.0 religious (most frequent)

26.1 educational or youth service related

13.9 social or community service organizations

These data were collected through a supplement to the September 2009 Current Population Survey (CPS).

Websites like [VolunteeringinAmerica.gov](http://VolunteeringinAmerica.gov) or <http://national.servicerresources.org> offer many additional statistics regarding the demographics of volunteering and support materials. Civil Air Patrol can be considered similar to several of those categories listed (Educational or youth services, Community service, civic and/or Public Safety), but the fact remains that many other organizations compete for this pool of volunteers.

Many of the references in this lesson capitalize on the volunteer and non-profit community in which we operate.

In today's busy society, it is often a challenge for people to think about finding time to volunteer. However, the benefits of volunteering are enormous for the volunteer, their family and for the community. The right match can help them find friends, reach out to the community, learn new skills and even advance their career. Volunteering can even help protect their mental and physical health. Volunteers often seek out non-profit organizations; many prefer that their efforts go to the community as opposed to generating profits for a company whose goal is to obtain financial gains. The Civil Air Patrol is a non-profit organization and this is often one of the primary reasons a volunteer will seek out CAP and stay. Volunteers often feel a sense of pride, self-worth, and accomplishment by donating their time and efforts to bettering the community, saving lives, providing comfort and shelter to disaster victims, and providing assistance to humanitarian efforts. These are all strong points of the Civil Air Patrol.

We must also consider how to identify and attract those who are most likely to "fit" and succeed in CAP if we are to maximize our efforts.

### Why they volunteer:

- to feel needed
- to share a skill
- to get to know a community
- to demonstrate commitment to a cause/belief
- to gain leadership skills
- to act out a fantasy
- to do your civic duty
- because of a friend or relative
- satisfaction from accomplishment
- to keep busy
- for recognition
- to repay a debt
- to donate professional skills
- because there is no one else to do it
- to have an impact
- to learn something new
- for freedom of schedule
- to help a friend or relative
- for escape
- to be challenged
- to feel proud
- to make new friends
- to explore a career
- to help someone
- as therapy
- to do something different from your job
- for fun!
- to earn academic credit
- to keep skills alive
- because an agency is geographically close
- to have an excuse to do what you love
- to assure progress
- to feel good
- to be part of a team
- to gain status
- because you were asked
- to test yourself
- to build your resume
- to be an agent of change

## **The Benefits of Volunteering:**

Volunteering also provides benefits to the volunteer in the following ways:

- Adds to their professional experience and skill set
- Presents challenges and opportunities to grow
- Establishes new contacts and connections in the community

Create a list with as many other benefits you can discover in order to be prepared for those prospects when they arrive at your unit.

### **MP III. Current trends affecting volunteer recruiting and retention.**

- A. Society and Values are changing.
- B. Organizations must identify trends and adapt to survive

### **Seven major trends affecting volunteer recruitment and recognition:**

1. Changing social structure, more single parent, blended and alternative families
2. Changing work patterns, many work non standard hours
3. Changing business relationships, performance, profits, and social conscience
4. Changing lifestyles of Baby Boomers, a formidable demographic
5. Changing litigious concerns, potential lawsuits affect volunteering
6. Changing technology, internet, social networking, etc.
7. Changing concept of time, technology has made many feel "time poor"

(Ref: article at [morevolunteers.com](http://morevolunteers.com), in Issue 3 of their newsletter, these are the top seven of over 100 identified).

These issues only begin to outline the environment in which Civil Air Patrol competes today for the interest and time of potential volunteers. We must plan around these factors and their impact on our membership.

### **MP IV. Motivational techniques for members**

1. Ensure their physiological needs are met
2. Create & sustain their self-confidence
3. Provide adequate guidance
4. Recognize each member's uniqueness
5. Accentuate the positive
6. Practice participative management
7. Listen to what they have to say
8. Be loyal to your members
9. Respect your members
10. Recognize their achievements
11. Say "Thank you"

### **MP V. Challenges of developing a committed volunteer**

These challenges include: creating a welcoming atmosphere, providing guidance & expectations, matching them with the right job, and using the right motivation techniques that work for them individually.

#### A. Create a welcoming atmosphere:

Success **begins with a welcoming atmosphere** for the **prospect**.

1. Be appreciated
2. Enjoy a sense of belonging
3. Develop or feel capable at their tasks
4. Make a difference with their time
5. Be included in decision making
6. Have an opportunity for personal growth
7. Receive recognition

If these seem familiar, it's because they are the fulfillment of many of those motivators discussed previously.

#### B. Provide guidance & expectations:

In addition, they need to know their responsibilities and obligations:

1. What to do
2. How to do it
3. Time required
4. When you need it
5. Tools to get it done
6. Who helps them
7. How they help and
8. Why it matters

Only promise what can be delivered and deliver what is promised.

#### C. Matching the right volunteer to the right job:

Matching a volunteer with the right job is important to long term success.

#### D. Matching the right type of motivation to the type of person:

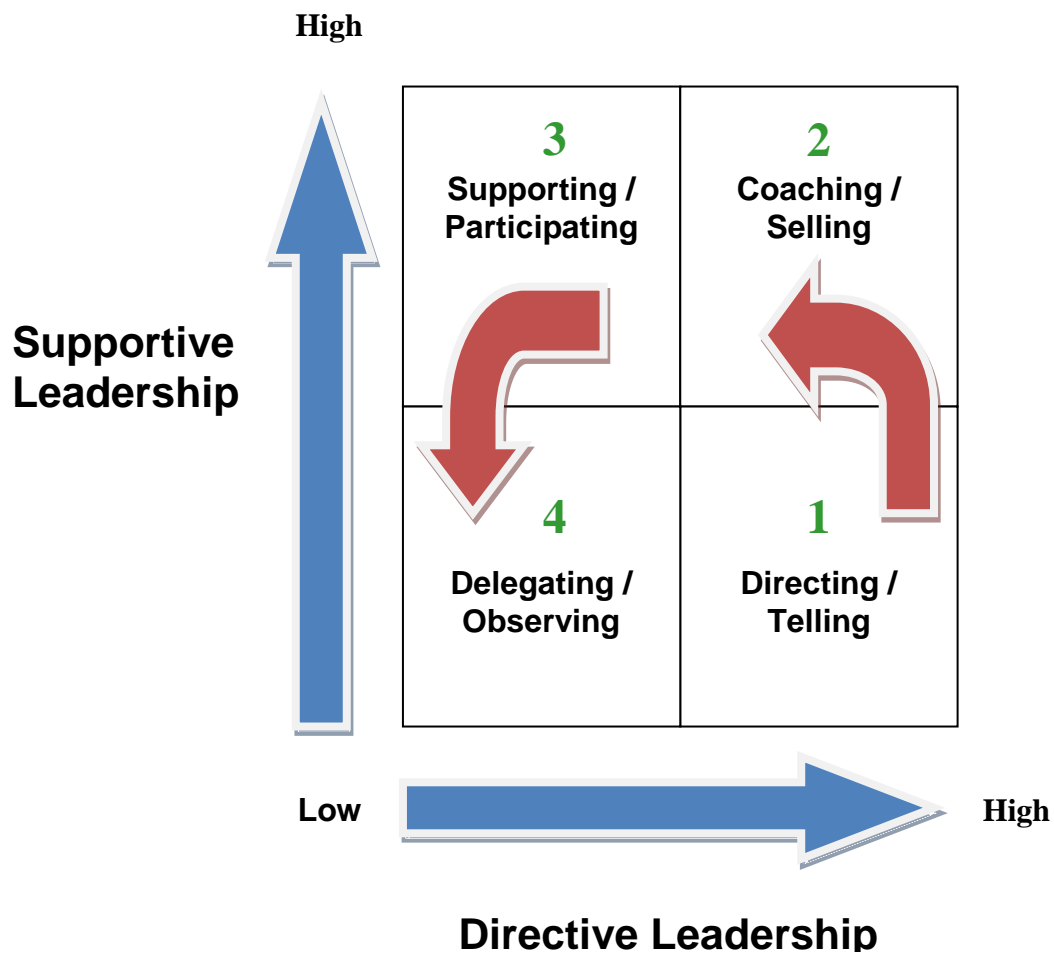
Matching the type of motivation to the type of person will get duties done faster and more effectively. Several motivational types have been identified:

- Achiever: wants results, and hates idle time
- Affiliator: meets & greets, is a conversationalist, and is uncomfortable with silence
- Influencer: thrives on power, takes charge, and wants to have an impact

This development process aligns with the concepts of Situational Leadership, matching supervision to the level of competence and commitment of the developing member.

## E. Hershey and Blanchard's Model for Situational Leadership

Hershey and Blanchard determined that consistently effective leadership is situational in nature. When using the Hershey and Blanchard's Situational Leadership Model, a leader will apply the appropriate leadership style to use based on the level of follower who is being led, hence it is situational.



Follower 1: Low competence, low commitment / Unable and unwilling or insecure

Leadership Style to Use 1: High task focus, low relationship focus

Follower 2: Some competence, variable commitment / Unable but willing

Leadership Style to Use 2: High task focus, high relationship focus

Follower 3: High competence, variable commitment / Able but unwilling or insecure

Leadership Style to Use 3: Low task focus, high relationship focus

Follower 4: High competence, high commitment / Able and willing or motivated

Leadership Style to Use 4: Low task focus, low relationship focus

### F. Delegation:

Appropriate delegation of meaningful tasks builds these producers into partners and professionals, Committed Volunteers. The process of delegation is far too large a subject to cover in this lesson, but its importance cannot be overemphasized. Delegating gradually, appropriate to the skill, knowledge and motivational level of each member will enable your team to establish and maintain the standards of a quality CAP unit.

### **MP VI. Provide a graceful exit when appropriate.**

#### A. When is it appropriate for a member to leave?

1. Life changes- job relocation, family commitments, or health issues
2. Organizational issues that cannot be resolved
  - a. Compliance with regulations
  - b. Ongoing detrimental behaviors (personal or personality issues)

All of us are devalued when the undesirable behavior or performance of another person, even a well-meaning volunteer, is allowed to continue unchecked and unaddressed. For the good of the program and the morale of all of the workers, problems must be addressed.

#### B. How to we provide a graceful exit:

1. With dignity
2. With documentation
3. With acknowledgement of the contributions made and the impact of the loss

Adverse member actions will address specifics for compliance with CAP regulations and policies. Our volunteer members are valued resources and must be treat as such from beginning to end of their time with the Civil Air Patrol.

### **QUESTION AND ANSWERS:**

Use the suggested questions to facilitate the discussion, and field any questions that the students may have.

## Lesson Summary:

### **ATTENTION:**

In this segment we'll discuss volunteering. We'll look over some statistics about who volunteers and how often. This will help you see the environment in which we compete for the time and interest of prospective members. We'll examine some trends and gain insight into the needs of volunteers. We'll examine the volunteer development and management process to see how successful execution results in the retention of members. Finally, we'll examine some ideas about resolving conflict and ending volunteer commitment when appropriate.

### **REMOTIVATION:**

This lesson will provide insight into how to build a successful career in CAP for each and every volunteer, how to match their interests and skills to unit needs, how to tap into the inner drive that makes people perform while accomplishing the missions of the unit.

### **CLOSURE:**

Volunteering is the very foundation of CAP. Use what you've learned here to develop committed volunteers in your unit.

## Suggested Questions:

1. **Think of an actual person whom you consider to be a committed volunteer and tell us why you see them as such.**

Answer: Will vary, but look for terms such as, reliable, loyal, stays until the job is done, etc.

2. **Give examples of trends affecting volunteer recruiting.**

Answer: will vary but should be linked to the following:

Seven Major Trends Affecting Volunteer Recruitment and Recognition:

1. Changing Social structure-more single parent, blended, and alternative families
2. Changing work patterns, 2/3s work non standard hours
3. Changing business relationships-performance, profits, and social conscience
4. Changing lifestyles of Baby Boomers, a formidable demographic
5. Changing Litigious concerns, potential lawsuits affect volunteering
6. Changing Technology, internet, social networking, etc.
7. Changing Concept of Time, technology has made many feel "time poor"

3. **In a welcoming atmosphere because volunteers must \_\_\_\_\_ .**

Answer: will vary but should be linked to the following:

1. Be appreciated
2. Enjoy a sense of belonging
3. Develop or feel capable at their tasks
4. Make a difference with their time
5. Be included in decision making
6. Have an opportunity for personal growth
7. Get recognition

4. **Referencing any position in your unit, how would you provide guidance and expectations in order to keep them interested and motivated?**

Answer: will vary but should be linked to the following:

1. What to do
2. How to do it
3. How much time to do it
4. When you need it
5. Tools to get it done
6. Who helps them
7. How they help and
8. Why it matters

5. **Select any level of experience and ask how the class would apply situation leadership to that person?**

Answer: they should reference the Hershey and Blanchard's Model for Situational Leadership and explain.

Field any other questions that the students may have.