



**Volunteer Maine**  
Maine Commission for Community Service

# INTRO TO VOLUNTEER MANAGEMENT 101

Maine Volunteer Leadership Conference 2025

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# VOLUNTEERING IN AMERICA



- Volunteers invested in community-building; **they did something good for the neighborhood at three times the rate of non-volunteers**, and did favors for neighbors at nearly twice the rate of non-volunteers
- Volunteers **belonged to a group, organization, or association at five times the rate of non-volunteers**
- **Maine ranks in the top ten States for volunteerism** with 38.7% of residents volunteering - <https://www.nationalservice.gov/serve/via/states/maine>

# MAINE GIVES BACK.



Last year, more than **425,000** Maine residents volunteered.

Their service has an estimated economic value of more than **\$947.6 Million.**



[SERVE.GOV](https://serve.gov)

#GoVolunteer

Corporation for  
NATIONAL &  
COMMUNITY  
SERVICE ★★ ★



# Maine Gives Back.

In 2021, more than **392,000** residents volunteered through an organization contributing **\$873.7 million** in economic value.

More than **692,000** residents helped their neighbors in the height of the pandemic.



AmeriCorps



# INCREASE = WE LOST LESS



## Maine moved from 9th to 4th in Formal Volunteerism

- However, we still lost 33,000 volunteer positions
  - [VM research](#) shows impact of COVID on volunteer programs was significant but the impact on Volunteer Management positions was profound
  - 10% of responding agencies reported reductions to Volunteer program staffing



# Maine Gives Back.



In 2023, more than **408,000** Americans volunteered through an organization.



This volunteering contributed **\$790.8 million** in economic value.



More than **703,000** Americans helped their neighbors informally.





## MAINE NONPROFIT LANDSCAPE

CLOSE TO A \$ BILLION IN ECONOMIC ACTIVITY



Nonprofits are a  
**big part** of

Maine's small business community.

**97% have annual budgets less than \$5 million.**

**88% have annual budgets less than \$500,000.**

MANP - [Maine Nonprofits at Work](#), 2025

**61% have annual budgets less than \$50,000.**

The IRS does not require financial reporting  
for these very small organizations.

**75%  
under  
\$100K**

# HIGH QUALITY VOLUNTEER MANAGEMENT

- <https://www.youtube.com/watch?v=AGJNODu0ruY>

# Volunteer Management Competencies

[https://volunteermaine.gov/sites/default/files/inline-files/VM-CompetenciesVolunteerMgrsWithRubric\\_Final2011r.pdf](https://volunteermaine.gov/sites/default/files/inline-files/VM-CompetenciesVolunteerMgrsWithRubric_Final2011r.pdf)

## Managing People

### A. Supervision & Human Resources

Recruiting, screening, selecting, inducting, placing, managing, and developing volunteers.

1. Identify need for volunteer in the agency.
2. Recruit volunteers.
3. Select & place volunteers.
4. Orient volunteers and staff.
5. Develop volunteer performance measurement system.
6. Assess & provide feedback on performance.
7. Recognize, reward, & retain volunteers.

## Managing Projects & Programs

### B. Management & Operations

Implementing the processes and structures to manage and develop projects and operations.

1. Manage or oversee projects
2. Develop & manage financial processes
3. Manage technology
4. Manage risk
5. Develop & maintain record keeping & documentation system
6. Manage quality
7. Develop & revise policies, processes & procedures.

## Leading Organizations

### C. Leadership

Investing personal integrity and assets to advance individual, agency, and community goals.

1. Articulate & commit to the organization's vision; connects vision to goals,
2. Partner, collaborate, work w/ others & facilitate work groups.
3. Empower others
4. Convert needs into objectives & action plans
5. Learn, apply and model the professional principles of volunteer management.





## SIMPLIFIED TO SEVEN STEPS

1. Identification/
2. Selection/  
Recruitment
3. Orientation/  
Onboarding
4. Training

5. Engagement/  
Support
6. Recognition
7. Evaluation

# Volunteer Lifecycle Framework



# SCENARIO 1



## Identification/Recruitment

You have two new county staff who are eager to get help with their programs. They are having an Extension table at the local farmers market with an opportunity to talk with lots of people. They have a sign that says "Come Be a Volunteer". At the end of their day, they don't have any names on the clipboard for "interested volunteers".



# SCENARIO 2



## Selection

Enya called the county office interested in the MGV program. Your admin specialist gives her a website to visit that includes an online application and background check. She tells Enya the class schedule and tells her, "All info is on the website." You never hear from Enya again.

# SCENARIO 3



## Orientation

Sandree gives library volunteers a 30-minute group orientation. It covers the organization's mission, expectations, safety protocols, and basic volunteer tasks. He doesn't allow for much interaction during the session- story hour is scheduled next. New volunteers are then immediately placed into roles without much follow-up or individualized support.

# SCENARIO 4



## Training

You are the Volunteer Coordinator at a busy community food bank that serves over 500 families weekly. Your volunteer base is made up of a mix of students, retirees, and corporate groups. All new volunteers receive a basic video orientation.

Recently, several issues have arisen:

- some volunteers are not following food safety protocols, risking health code violations.

- there have been mix-ups in food distribution, with some families receiving the wrong items.

- a few volunteers have expressed frustration about unclear expectations and lack of preparation for their tasks.



# SCENARIO 5



## Engagement/Support

You have a 4-H volunteer who has run a club for the past 11 years. His kids have aged out of the program. He has a great co-leader and he is feeling burned out. He is passionate about 4-H, but is talking about leaving 4-H.

# SCENARIO 6



## Recognition

For years, your organization has held an annual banquet for your volunteers. Each year you highlight one volunteer as the "Volunteer of the Year!" You bring them up in front of everyone and highlight their accomplishments. You ask them to say a few words and then present them with a wrapped gift to open in front of everyone! When you call this year's recipient to let them know they have been chosen, they refuse to attend.

# SCENARIO 7



## Evaluation

Alex, the volunteer manager at a mid-sized nonprofit organization—"Community Roots"—has been asked by the executive director to provide data on volunteer satisfaction and retention rates for the past two years. This request is part of a broader effort to improve volunteer engagement and secure funding from a new grant that prioritizes volunteer impact metrics. Alex feels overwhelmed and unsure how to begin collecting meaningful data that can be used to evaluate and improve the volunteer program.



## WHAT PAST RESEARCH HAS SHOWN

Communities that have high levels of volunteer & civic engagement are healthier, and are more resilient, meaning they are better able to recover from natural or economic disasters or downturns

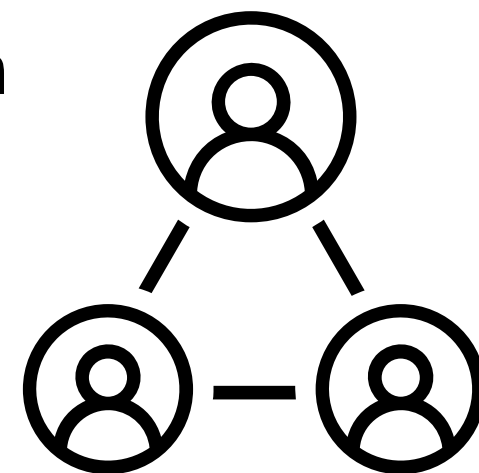
from [Civic Engagement and Economic Resilience](#)  
and [The Health Benefits of Volunteering](#)

Those that volunteer are more likely to find employment. Those with less education benefit from volunteer experiences to a greater degree

from [Volunteering as a Pathway to Employment](#)

# KEY CONCEPTS

- Volunteers are Human Resource assets
- Effective Recruitment & Retention are a function of the quality of volunteer management
- There are widely accepted standards of volunteer management, based on research
- There is nothing in your organization that volunteers cannot do
- Finding volunteers is about finding clarity on organizational need(s)





### Essential Volunteer Management Practices

According to national research, a set of essential volunteer management practices relate directly to the ability of a program to retain volunteers. These are highlighted in gray in the table below. The reports from Maine programs indicate that not only does use of these practices vary widely but also the consistency with which an individual practice is implemented fluctuates considerably.

Adapted From: *A Guide To Investing In Volunteer Resources Management Improve Your Philanthropic Portfolio*

<i>Please indicate the degree to which these practices are part of your routine program operation.</i>	Never	Sometimes	Always
There is a written policy or statement on volunteer involvement			
Volunteer involvement is linked to organizational or program outcomes or strategic plan			

# RESOURCES



- Competencies or Managers of Volunteers
  - Background information
  - Volunteer Maine Certificate course
- 22 Essential Practices of Volunteer Management
  - Self-assess and plan
- Certified Volunteer Administrator Credentiailling



# VOLUNTEER PROGRAM +/-'S



Volunteer programs benefit from

- Built in commitment
- Flexibility – recruit for the needs you have
- Mutual benefits for the agency and volunteer

Volunteer programs [often] struggle because of

- Being under resourced
- Considered separately from agency strategic planning
- Focusing only unskilled or limited needs

- “If organizations are able to recruit the right volunteers to support their cause, demonstrate how their work creates value to their community, and show appreciation for their worth, they have the opportunity to foster happier volunteers that will generate a chain reaction to pay it forward.”

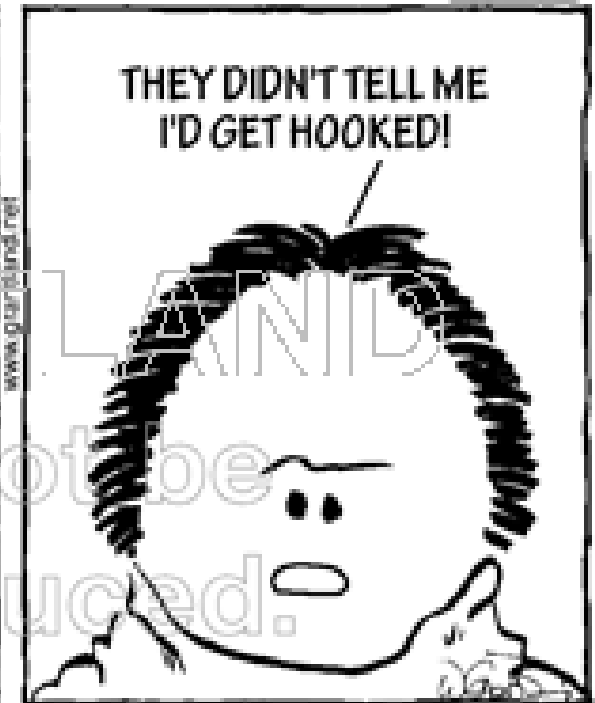
- Volunteer Pro – [Essential Guide to Managing Volunteers](#)

- Research shows that the organizations' **biggest impediments** are:
  - Lack of effective organizational planning for mission driven volunteerism
  - Lack of training and support for paid STAFF

# THOUGHTS & QUESTIONS

GRANTLAND®

1931



1931

**“...But it’s hard to manage volunteers successfully when we have limited resources and staff time for recruitment, training, and recognition. Plus, not everyone has what it takes to volunteer.”**