



Everyone Ready[®]

An online volunteer management
staff development plan

FROM ENERGIZE

Informal Volunteer Recognition

Creating a Culture of Appreciation

By John L. Lipp



Self-Instruction Guide
for Individuals and Teams



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IDEAL AUDIENCE FOR THIS GUIDE

This Guide has been written particularly for:

- Staff (regardless of title) with responsibility for planning and developing specific projects that involve volunteers, and who want to understand their role in informal volunteer recognition.
- Volunteer program managers (carrying all the responsibilities of this position) who want to clarify their role in informal volunteer recognition.
- Volunteers in leadership roles who want to learn more about the principles and practices of volunteer management.

LEARNING OBJECTIVES

By reading and doing some of the suggested activities in this Self-Instruction Guide, participants will be able to:

- Explain the difference between formal and informal recognition, and why informal recognition is essential.
- Understand how a volunteer's motivational orientation affects how a volunteer responds to different types of informal recognition.
- Know how to relate different methods of informal recognition to the intensity of different types of volunteer assignments.
- Provide meaningful recognition for both short-term and long-term volunteers.
- Implement several ways to recognize volunteers informally and begin to build a culture of appreciation.

HOW TO USE THESE SELF-INSTRUCTION GUIDES

The Self-Instruction Guides may look like “booklets,” but they are really an alternative training opportunity.

- The trainers who create these Self-Instruction Guides provide you with a participatory way to combine written information, exercises you can do at your desk, and online Q&A. The selected topics allow in-depth focus on an important subject necessary to working effectively with volunteers. Most of the Guides present details and suggestions not generally available in standard volunteer management literature.
- Read or complete each section of the Guide in the sequence presented – the order of the elements matters to the success of the learning experience. First, you will find preparatory information that sets the topic into context and a pre-reading self-assessment.
- Next you'll find the “Featured Reading”: a several-page chapter, excerpt, or article from a respected source (often fresh material just published or newly revised) on the chosen topic.
- After that, you'll find “Additional Perspectives,” which updates and expands the original writing and has been developed specifically for Everyone Ready® participants.

- Then you will find Discussion Questions and something we call “Try-This Exercises.”

Recommendation:

Consider forming a study group or learning team so that you benefit from the synergy of discussing the material with others in your program. Sharing your ideas aloud reinforces the learning and lays the groundwork for actually implementing many of the ideas developed.

- Finally, the Trainer provides further resources for ongoing study and you can take the post-reading self-quiz.
- The first month that each Guide is introduced, you may Ask the Trainer questions via the e-mail form you’ll find on the Everyone Ready Main Page. You’ll get a personal response and the exchange will be made public for all learners to see. So you should also check back during the month to benefit from anyone else’s Q&A.

PRE-READING ASSESSMENT

Before you start to read, answer the questions below to see how much you know about this subject now.

1. List 3 ways reward systems can affect volunteer retention.

I'm not sure of any.

2. The difference between formal recognition and informal recognition is

I'm not sure.

3. My organization provides validation for who a volunteer is as well as recognition for something a volunteer has done.

yes no I'm not sure of the difference.

4. I can list at least a dozen specific and no-cost ways to show appreciation to volunteers.

yes no

5. I understand how to relate methods of informal recognition to the intensity of different types of volunteer assignments.

yes no not sure

6. I understand how a volunteer's motivations affect how she or he responds to different types of informal recognition.

yes no not sure

7. Ways to provide meaningful recognition for both short-term and long-term volunteers include:

I'm not sure how.

8. I see the connection between recognizing volunteers and recognizing employees.

yes no not sure

UNDERLYING PRINCIPLES

Every year, thousands of nonprofit organizations take advantage of National Volunteer Week, and all the enhanced publicity that comes with it, to host lunches, dinners, teas, ice cream socials, etc., etc. in honor of their volunteers. These events usually entail some combination of the “FAS” equation—food, awards and speeches—and are often the cornerstone of an organization’s volunteer recognition efforts. Unfortunately, for many organizations, the idea of volunteer recognition starts and stops with these events. It’s as if, on the giant “to-do” list of volunteer management, they’ve checked off “recognition” for another year and can move on to less time-consuming components of managing their program.

These types of events are considered “formal recognition,” meaning they are planned, institutionalized actions that happen on a repeating schedule, usually on an annual basis. As the name implies, formal recognition is something that is sanctioned by the organization and, by its very nature, often leaves little room for spontaneity. By contrast, “informal recognition” is all about the small, everyday gestures one does to express gratitude for other people. Rather than being an event that the organization arranges, it’s an action initiated by a supervisor or co-worker and is more personal and spontaneous in nature. Informal recognition focuses on the unique characteristics or specific accomplishments of an individual volunteer, while formal events take a broad brushstroke to thank volunteers more generally and collectively. Such validations, which are always personal in nature, reinforce the vital concept that it is *people*, coming together and sharing their individual strengths, who make for the most vibrant and resilient organizations.

It is also important to give both *appreciation* and *recognition*. Appreciation is expressing “thank you” for time and effort, which can be done in a variety of formal (speeches, gifts) and informal ways (smiling to acknowledge the volunteer’s presence, saying “thank you”). Recognition, with its root “cognition,” conveys the message that “we see and value the contributions you made because of your time and effort.” For example, we acknowledge the impact of what a volunteer *does* by such things as giving credit to a volunteer’s work by putting his or her name on a report, or by asking for feedback and suggestions from any volunteer who has participated in a project.

By combining both formal and informal methods of recognition, an organization can create a “culture of appreciation” in which both volunteers and paid staff feel respected and valued for their contributions, and have a deeper sense of connection to the organization and its mission. This results in increased retention, improved quality of work and, ultimately, a more pleasant work environment for both volunteers and employees.

This Guide looks at the art of informal volunteer recognition and explores a multitude of ways to create a culture of appreciation that can boost the morale of volunteers and paid staff.

THINGS TO THINK ABOUT AS YOU READ

- Does my organization’s management show appreciation for the work I do? If yes, what specific things do they do to make me feel appreciated? If no, what’s missing?
- Have I consciously made an effort to recognize volunteers who report to me?
- Have I consciously made an effort to recognize all of the volunteers I see at work, even those who do not directly report to me?
- Is there something I can do today to let an individual volunteer know how much I appreciate what he or she brings to our organization?
- What is my role in creating a “culture of appreciation” at our organization?

Featured Readings

FEATURED READING 1

Making Volunteers Feel Special

An excerpt from chapter 4 in Keeping Volunteers: A Guide to Retention by Steve McCurley and Rick Lynch, © 2005, Fat Cat Publications, pp. 31-39.

Providing Validations to Volunteers

One method for enhancing a volunteer's sense of uniqueness is to praise them for personality traits that they possess. These validations tend to make the volunteer feel good. And, this sense of feeling appreciated makes volunteers feel connected.

A validation is a statement that praises a person's positive characteristics. Some examples of validations include:

- I admire your work ethic.
- I'm impressed at how pleasant you are after a hard day.
- You sure are smart.
- I love your sense of humor.
- You are so good at solving problems.
- I like the way you stay calm in the face of conflict.
- You are such a caring person.

Such statements can be made at any time, without the volunteer having done anything in particular. They are recognized not for the work they do but for the kind of people they are.

Validations are very powerful statements. People are not used to hearing such comments. Some of us have been trained not to make such statements to another person. Oddly, people who feel totally uncomfortable saying something like "You always come up with good ideas," have no difficulty saying "You are a brainless idiot." As a consequence, keep in mind that a little of this goes a long way; and it is easy to overdo it.

In their simplest form, validations begin with phrases such as:

- You are...
- You always...

Such statements would be followed by a positive personality trait. For example:

- You sure are smart.
- You always come up with the best ideas.
- You are the hardest worker I've ever seen.

The technical term for this approach in psychology is "altercasting," attributing a positive characteristic to someone as a way of motivating them to actually exhibit the characteristic.

Featured Readings

Validations are even more connecting if they begin with the word “I.” For example:

- I admire ...
- I’m impressed by...
- I like ...
- I value ...
- I treasure....

Again, these phrases are followed by a mention of the trait being praised:

- I admire how pleasant you are at the end of a stressful day.
- I’m impressed by your ability to stick to a task.
- I value your keen insight.
- I like the way you keep an even temper.

Because it is likely your volunteers will not have heard many validations in their lives, you should be careful not to overdo it. But once people get used to hearing these kinds of statements from you, they might become comfortable validating each other. A mutually validating environment is one in which people feel connected and unique at the same time.

One charity executive helped this process get started by handing all of her people a list of the names of all the group members. Next to each name, she asked them to write a positive quality they perceived in that person. She then compiled the results, giving each person a list of all the positive qualities the others had identified in them. Morale instantly improved, and people became more accepting of each other as members. By knowing that the rest of the group valued their personal qualities, people were able to feel both connected and unique.

[Section deleted]

Recognizing the Accomplishments of Volunteers

Another way to enhance a volunteer’s sense of being special is to express appreciation for his or her unique contributions to the [organization]. By letting people know we appreciate their voluntary efforts on our behalf, we help them keep a sense that it is worth it to come back.

Reward systems help in a variety of ways:

1. They establish a cultural norm that fosters accomplishment and achievement.
2. They clarify expectations among new volunteers as to what might be expected of them.
3. They honor those who contribute to and help accomplish the mission of the organization.

Many [organizations] have formal programs of recognition. These sometimes have the drawback, however, of giving everyone the same token of appreciation. To really make recognition meaningful to our volunteers, we have to get to know them as individuals and express our appreciation for their efforts in a way they find satisfying. To take a minor example, if you know someone loves coffee, giving them a gift certificate to Starbucks may be an appropriate way to express your appreciation. This may not satisfy another volunteer, however, who thinks that Starbucks is a greedy corporation oppressing the world’s poor.

Featured Readings

Matching Recognition to Types of Volunteers

Getting to know each volunteer can be difficult in large charities where no member of staff can personally know all the volunteers. In such circumstances, you might have a bit of knowledge about individuals but not enough to gauge their individual tastes and preferences. Fortunately, it is also possible to think about systems of volunteer recognition that are appropriate to particular types of volunteers, thus allowing a program to make educated guesses about recognition items that would be appropriate and welcomed by entire categories of volunteers.

We'll consider three different ways of thinking about providing recognition items to volunteers:

- By varying levels of intensity – daily, intermediate and major
- By motivational orientation of the volunteer – achievement, affiliation or power
- By style of volunteering – short-term or long-term

Levels of Intensity

Here we match the effort we put out in recognizing the volunteer with the level of accomplishment that we are praising them for. Someone who shows up to do her work and who completes it routinely, for example, might get verbal praise such as “Thanks for coming in today.” If a volunteer brings in a million pounds to your cash starved [organization], on the other hand, she or he should be praised in a more labor-intensive way, such as putting on a banquet in his or her honor. Here are some examples of different levels of recognition activity:

Daily means of providing recognition:

- Saying “Thank you.”
- Telling volunteers they did a good job.
- Suggesting volunteers join you for coffee.
- Asking for their opinions.
- Greeting volunteers when they come in the morning.
- Showing interest in their personal interests.
- Smiling when you see them.
- Bragging about them to your boss (in their presence).
- Jotting small thank-you notes to them.
- Having a refreshment with volunteers after work.
- Saying something positive about a volunteer’s personal qualities.
- Telling volunteers what happened at the organization since their last visit.

Featured Readings

Intermediate means of providing recognition:

- Taking volunteers to lunch.
- Providing food at volunteer meetings.
- Letting volunteers put their names on the products they produce.
- Writing them a letter of commendation (with copies to personnel file and other appropriate people.)
- Putting volunteers on important task forces or committees.
- Giving a best parking space to the “volunteer of the month.”
- Posting graphic displays, showing progress toward targets.
- Mentioning major contributors by name in your status reports to upper management.
- Inviting volunteers to present their results to higher-ups.
- Giving volunteers permission to go to a seminar, convention, or professional meeting, if possible at the organization’s expense.
- Writing articles about their performance for newsletters or newspapers.
- Having volunteers present a training session to co-workers.
- Decorating a volunteer’s work area on their birthday.
- Asking your boss to write volunteers letters of thanks.
- Celebrating the major accomplishments of a volunteer.
- Letting volunteers represent you at important meetings.
- Putting their picture on the bulletin board with news of their accomplishments.
- Cutting out articles and cartoons volunteers might be interested in.
- Organizing informal chats with organization leadership.

Major means of providing recognition:

- Making special caps, shirts, belt buckles or lapel badges honoring the group.
- Encouraging volunteers to write an article about some accomplishment at work.
- Giving a plaque, certificate, or trophy for being best employee, best crew, most improved results, etc.
- Offering tuition assistance to volunteers.
- Buying volunteers good equipment.
- Getting a volunteer’s picture in the paper for outstanding accomplishment.
- Giving volunteers additional responsibilities and a new title.
- Renting newspaper space to thank volunteers.
- Putting up a banner celebrating a major accomplishment.
- Honoring a volunteer for years of service to the organization.
- Enlisting volunteers in training staff and other volunteers.
- Involving volunteers in the annual planning process.

Featured Readings

Motivational Orientation

In chapter two, we noted that people volunteer for a variety of different reasons. Sometimes psychologists categorize those motivations into three major categories—the need for achievement, the need for affiliation, and the need for power.¹ For volunteers who seem to be more motivated by one of these than another, you can tailor the recognition to fit the motivational need.

1. *Achievement-oriented volunteers*

- Ideal recognition for this type of volunteer is additional information or more challenging tasks, such as a book on the subject area of the organization or ability to participate in advanced training sessions or work with more difficult clients
- Work being recognized is best linked to a very specific accomplishment
- Phrasing of recognition through “Best,” “Most” awards
- Recognition decision should include “Checkpoints” or “Records”
- Awardee should be selected by respected co-workers or recognized experts

Affiliation-oriented volunteers

- Recognition should be given at group event
- Recognition should be given in presence of peers, family, other bonded groupings
- Recognition item or award should have a “Personal Touch”
- Recognition should be organizational in nature, given by the organization, with symbols of the organization attached
- Recognition should be voted or affirmed by peers
- If primary affiliate bonding is with client, not others in the organization, then the client should take part in the recognition, through a personal note of thanks or as presenter of the award

Power-oriented volunteers

- Key aspect of recognition is “Promotion,” conveying greater access to authority or information or a more important title or position
- Recognition item should convey status, such as a special parking space
- Recognition should be commendation from “Names,” either known in the community or from higher up in the organization
- Audience for the recognition should include higher-ups in the organization and the community
- Recognition should be announced to the community at large, put in newspaper, volunteer newsletter and Web site
- Recognition decisions should be made or ratified by the organization’s leadership

¹ Refer to David McClelland’s *The Achieving Society* (1961) for a full explanation of his theory of needs.

Featured Readings

Style of Volunteering

Recognition might also vary depending on whether the person is a long-term volunteer or only with [the organization] for a short time:

1. Long-term volunteer

- Recognition with and by peer group of volunteers and staff
- Recognition items make use of group symbols
- Recognition entails greater power, involvement, information about the organization - “earned” status and preference
- Presenter of recognition is a person in authority from within the organization
- Recognition is linked to success in furthering the mission of the organization

You will note strong resemblances between the long-term volunteer and the affiliation-oriented volunteer. This is because long-term volunteers commonly form strong affiliative bonds with the organization, its cause, and with volunteers and other co-workers.

Short-term volunteer

- Recognition is given in immediate work unit or social group
- Recognition is “portable,” something the volunteers can take with them when they leave - a present, photograph or other memorabilia of experience, or training that may benefit them in another setting, etc.
- Recognition is provided via home or work - letter to employer, church, or family
- Presenter is either the immediate supervisor of the volunteer or the client with whom a relationship has been formed

The short-term volunteer is interested in very different forms of recognition, primarily those not directly connected as much to the organizational structure as to what is accomplished through volunteering or what volunteering there might mean for the volunteer. Zappala, Parker and Green (2001) comment:

“Recognition for individual volunteers is therefore less about awards for years of service (the ‘gold watch’ approach) and more about providing feedback to the individual about the outcomes achieved through their project-based volunteering.”

[Section deleted]

Last Thoughts on Volunteer Recognition

Volunteer Program Managers have a tendency to think of volunteer recognition as something that is “done” by the volunteer program or the [organization]. In reality, a true feeling of recognition is much more complex, and is more dependent upon one’s perception of the attitudes of those around you.

A study done by the Strategic Volunteering Advisory Group in Vancouver (2001) among volunteers at a low-income downtown shelter community illustrates this principle:

“Volunteer coordinators discussed formal volunteer appreciation (dinners, outings, etc.) at some length. However, that was a topic that was not once mentioned by volunteers.”

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When volunteers felt appreciated, they mostly mentioned day-to-day feedback on their work, as well as 'feeling like a staff member.' They also expressed not feeling appreciated, for example that their experience was not being taken seriously by staff...for volunteers, day-to-day, on-the-spot appreciation and recognition is most important. That includes a feeling that they have a voice and are taken seriously. When volunteers feel - realistically or unrealistically - that this type of appreciation and recognition is not occurring throughout the year, they may see formal volunteer appreciation as something superficial or artificial.

"What needs to be done is as little as watching out for work well done, for good team work, for a great attitude, and then commenting on it."

Vineyard (2001) sums this up neatly:

"Recognition must be an attitude that permeates the entire planning and implementation efforts throughout the year. It is far more than pins, plaques and certificates..."

Featured Readings

FEATURED READING 2

Making Sure People Feel Appreciated on an Ongoing Basis

The following is excerpted from the new book, Volunteer Management 101: The Complete Guide to Maximizing the Potential of Your Organization's Most Important Resource by Sophie Horiuchi-Forrester, John L. Lipp, and Kelle Rimmel. To be published in 2009 by VolunCHEER.com Inc.

Many surveys have been done over the years that show volunteers rely little on formal recognition as a motivation to continue their service. When asked directly, most volunteers will clearly state that they don't do it for "the stuff" and to suggest otherwise somehow undermines the purity of their intent. Ironically, it's the volunteers who feel most indignant about the subject of recognition who are most often overheard in the parking lot on their way home complaining how undervalued and unappreciated they feel. Clearly, there is a major difference between formal recognition and making sure people feel appreciated on an ongoing basis for their unique contributions.

Following are 12 examples of informal recognition – a dozen things you can do instantly and often to show your volunteers how much you appreciate their contributions. IMPORTANT NOTE: These are meant to supplement your formal recognition, not replace it!

1. When volunteers come in for their shifts, stop what you're doing, walk up to them, and with a smile (avoid those big fakey smiles!), welcome them and ask them how they are doing. And then, stop and listen.
2. If you are working on a writing project or a design piece or anything that could benefit by having a second pair of eyes review it, ask a few volunteers if they would mind taking a few minutes to look at your draft and give you feedback. And when they do, stop and listen.
3. At the end of your day, leave a volunteer a phone message/e-mail saying something to the effect, "I'm just finishing up today and reviewing everything we've accomplished. I just want to let you know how much I appreciate everything you do to support our organization and how much you contribute to our success."
4. Take photographs all the time of volunteers "on the job" and be creative in sharing them in print, via e-mail, on a bulletin board, or with a personal note.
5. Forward interesting articles related to the mission of your organization to your volunteers with a little note: "Thought you might find this article interesting! Maybe we can discuss when I see you next."
6. Periodically, ask volunteers about the other organizations for which they volunteer and what that experience is like for them.
7. Buy better coffee for the office.
8. Recognize a volunteer's birthday with a card or a mini-office celebration. (Who doesn't like to take a 15-minute break in the afternoon to share a piece of cake or ice cream?)
9. Establish a Volunteer Advisory Committee to solicit feedback from volunteers on a variety of organizational and program issues.
10. Encourage your organization's leadership – a program director, the agency executive director/CEO, or a board member – to take a few minutes to visit with volunteers on duty and engage them in discussion about both the organization's mission and the role of volunteers within the organization. Or better yet, have them pitch in for a few minutes and work alongside the volunteers.

Featured Readings

11. Say “thank you” after a volunteer completes a specific task and is leaving at the end of the shift. Heck, you can even say “thank you” in the middle of the shift. (To date, I’ve never heard of a volunteer leaving an organization because someone said “thank you” one too many times!)
12. Be sure to say “thank you” to paid co-workers as well. Volunteers, especially volunteers who form strong affiliative bonds with an organization, are very sensitive to office dynamics and feel best about their volunteer work when they feel the entire office is working together as a cohesive team.

A key aspect of informal recognition is helping volunteers feel appreciated not only for their individual achievements, but for their collective accomplishments as well. This reinforces the concept of teamwork and helps avoid a situation in which individual volunteers develop inflated egos and a grandiose sense of importance. This can be achieved by:

1. Take and post (on a Web page or an office bulletin board) photos that show several volunteers and staff all working together.
2. Host a brainstorming session with several volunteers to give you feedback on specific topics ranging from program evaluation and enhancement to ideas for the volunteer program itself.
3. Put inspirational quotes about volunteerism and service on your outgoing e-mails and faxes.

One of the greatest skills of being an effective supervisor of volunteers is the ability to be flexible with how you interpret and implement the day-to-day policies that guide your program. This type of flexibility, reflected directly in communications with your volunteers, is equally as important in negotiating expectations as it is in providing recognition. As such, always remember to treat volunteers as individuals and never assume that one way of making a volunteer feel appreciated is going to be effective with all volunteers. As a supervisor, you need to have a “grab bag” of ideas ready. It’s also important to remember that, at the end of the day, some volunteers are never going to completely connect with your organization, your co-workers, fellow volunteers, or even – gasp! – you. That’s okay. Recognition, both formal and informal, is not about trying to make every volunteer happy all of the time; that’s an impossible task. Instead, it’s about making sure that those volunteers who want to be a part of your organization feel fully supported and have every reason in the world to look forward to their next shift – where they will feel welcomed, appreciated and an integral part of the team.

Finally, a couple of eternal truths about showing appreciation:

The happy phrasing of a compliment is one of the rarest of human gifts and the happy delivery of it another. — Mark Twain's Autobiography

The compliment that helps us on our way is not the one that is shut up in the mind, but the one that is spoken out. — Mark Twain: A Biography

STUDY QUESTIONS FOR INDIVIDUAL OR TEAM USE

- How do we implement informal recognition ideas in the most sincere and spontaneous ways, avoiding any sense that they were an afterthought?
- How can we implement informal recognition ideas for those volunteers who work off-site and never come into the office?
- As co-workers, are there things we can do to show how much we appreciate each other?
- What types of informal recognition ideas would work better for our youth volunteers? For our senior volunteers? For our volunteers who are juggling their commitment with other major time pressures such as family, work or education?

TRY-THIS EXERCISES

1. Write down the names of the volunteers that you and your co-workers see on an ongoing basis. In a small group setting, ask each co-worker to write down a positive trait about each volunteer. Afterwards, discuss each volunteer briefly and emphasize all of the positive traits that volunteers collectively bring to the organization. As a follow-up, share with each volunteer the list of positive attributes that were identified. This can be done verbally, in a note card, or even on a made-up certificate that says, "This Certificate Honors You for Just Being You and for Being (list of traits)." This is especially effective for the superstar volunteers who work directly to support staff (often providing administrative support) and have made a long-term commitment to the organization and its mission.
2. With your co-workers, review a list of all the active volunteers who work in your department, keeping in mind that several of these volunteers may have little contact with staff, perform their duties exclusively off-site with clients, or even be "virtual volunteers" who only interface with staff via e-mail. Assign each staff member a call-list of up to 10 volunteers and have them call each volunteer just to say "hi," check-in, and say "thanks." This can be done even as a "volunteer call-a-thon" during a scheduled period with refreshments and an opportunity for staff to report back about their experience. This should be done, at a minimum, on an annual basis.

RESOURCES ON THIS SUBJECT

Books

(Some available from the Energize Online Bookstore)*

McCurley, Steve and Rick Lynch. *Keeping Volunteers: A Guide to Retention*. Fat Cat Publications, 2005. Particularly chapters 5 & 8. <http://www.energizeinc.com/store/5-218-E-1>.

Vineyard, Sue. *Recognizing Volunteers and Paid Staff*. Heritage Arts Publishing, 2001. <http://www.energizeinc.com/store/2-211-E-1>

* Can be purchased using your *Everyone Ready* discount code in the Energize, Inc. online bookstore at www.energizeinc.com/bookstore. Your discount code, which you will need to enter at the time of checkout, can be found on your *Everyone Ready* Main Page.

Younggren, Lynnette and Sikanas, Debra. *Joy of Recognition: Designing and Implementing a Successful Recognition Program*. Baudville, 2003. <http://www.voluncheer.com/vmt.php>

Wittich, Bill. *77 Ways to Recognize Volunteers*. Knowledge Transfer Publishing, 2003. E-book available at <http://www.energizeinc.com/store/5-209-E-1>. * Print version available at <http://www.voluncheer.com/vmt.php>.

Web Pages

Volunteer Recognition Ideas

<http://energizeinc.com/ideas.html> – Leaders of volunteers share tons of easy to implement ideas for both formal and informal recognition are collected on this site.

Quotes on Volunteering

<http://www.energizeinc.com/reflect/quote1.html> – A source of great quotes to help inspire your volunteers and coworkers.

VoluntCHEER.com

<http://VolunCHEER.com> – Celebrating Good Works, Remarkable People. This site provides a selection of inspirational gifts that can be used for both formal and informal recognition.

Employee Recognition, Rewards, Awards, and Thank You Ideas

<http://humanresources.about.com/od/rewardrecognition> – A commercial site with several articles on providing recognition to employees that can be easily adapted to volunteers.

* Can be purchased using your *Everyone Ready* discount code in the Energize, Inc. online bookstore at www.energizeinc.com/bookstore. Your discount code, which you will need to enter at the time of checkout, can be found on your *Everyone Ready* Main Page.

POST READING SELF-ASSESSMENT

Now that you have completed this Guide, answer the questions below again. Compare your responses to those you gave in the pre-reading assessment.

1. List 3 ways reward systems can affect volunteer retention.

I'm not sure of any.

2. The difference between formal recognition and informal recognition is

I'm not sure.

3. My organization provides validation for who a volunteer is as well as recognition for something a volunteer has done.

yes no I'm not sure of the difference.

4. I can list at least a dozen specific and no-cost ways to show appreciation to volunteers.

yes no

5. I understand how to relate methods of informal recognition to the intensity of different types of volunteer assignments.

yes no not sure

6. I understand how a volunteer's motivations affect how she or he responds to different types of informal recognition.

yes no not sure

7. Ways to provide meaningful recognition for both short-term and long-term volunteers include:

I'm not sure how.

8. I see the connection between recognizing volunteers and recognizing employees.

yes no not sure

ASK THE TRAINER

Now that you've read this Guide, you can interact with the trainer! Ask questions to get advice for applying the information to your own setting.

Q & A with John L. Lipp
April 21, 2008 to May 17, 2008

Submit questions on your
Everyone Ready Main Page.

Ask whatever is on your mind by submitting the form we've provided and the trainer will respond within 48 hours. You'll get a direct e-mail with the answer, and your exchange will also be posted publicly to the site for the benefit of all *Everyone Ready* participants (you will be given the option to keep the exchange anonymous).

ABOUT THE TRAINER



John L. Lipp

John Lipp is an international trainer, consultant, author and keynote speaker, specializing in volunteerism, nonprofit management, and executive transition issues. He is recognized for his high-energy, interactive sessions using humor and personal motivation. John brings more than twenty years of hands-on management experience in the nonprofit and government sectors and previously served as executive director of the Volunteer Exchange of Santa Clara County. John is the co-author of the book *Volunteers for the City: A How-To Manual for Developing or Enhancing Municipal Volunteer Programs*, and in 2005 was honored to serve as a visiting scholar for the US State Department in Argentina. John is the president of PAWS (Pets Are Wonderful Support), a San Francisco nonprofit agency, with an active volunteer pool of 370 individuals, dedicated to providing practical support so people living with disabling illnesses can keep the love and companionship of their pets (www.pawssf.org). He is also the co-founder of www.VolunCHEER.com – an online company offering a full-line of recognition gifts and resources on volunteer management.

For additional information on John's consulting practice, contact him directly at JohnLippConsults@aol.com or (510) 332-7911.

Works by John in the Energize Online Bookstore and Library

"All the World's a Stage...and You're the Star." *e-Volunteerism*, Vol. V, Issue 2, Jan-March 2005. Co-authored with Ona Rita Yufe. Access this article by logging into *e-Volunteerism* from your *Everyone Ready* Main Page.

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Featured Readings

Excerpt from chapter 4, "Making Volunteers Feel Special" in *Keeping Volunteers: A Guide to Retention* by Steve McCurley and Rick Lynch, Fat Cat Publications., © 2005, pp. 31-39.

Excerpt from *Volunteer Management 101: The Complete Guide to Maximizing the Potential of Your Organization's Most Important Resource* by Sophie Horiuchi-Forrester, John L. Lipp, and Kelle Rimmel, to be published in 2009 by VolunCHEER.com Inc.

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