



engagement
consultancy

DANIEL O'DRISCOLL

I'm Dan O'Driscoll, Founder of Engagement Consultancy

- Founder of Engagement Consultancy
- We are committed to fostering individual and team growth through leadership coaching, dynamic facilitation and people centric consultancy
- 17+ years experience in leadership roles working across commercial, charity and higher education sectors
- Previously worked for Oxfam as Head of Volunteering & Engagement setting the tone and strategic direction as to how we engaged with our 31,000 volunteers





...is money or prop
...he leaves to you when
legacy
...ould make a real diff
... by leaving

Describe what has been the most
memorable volunteer experience you've
had?

What made it special?

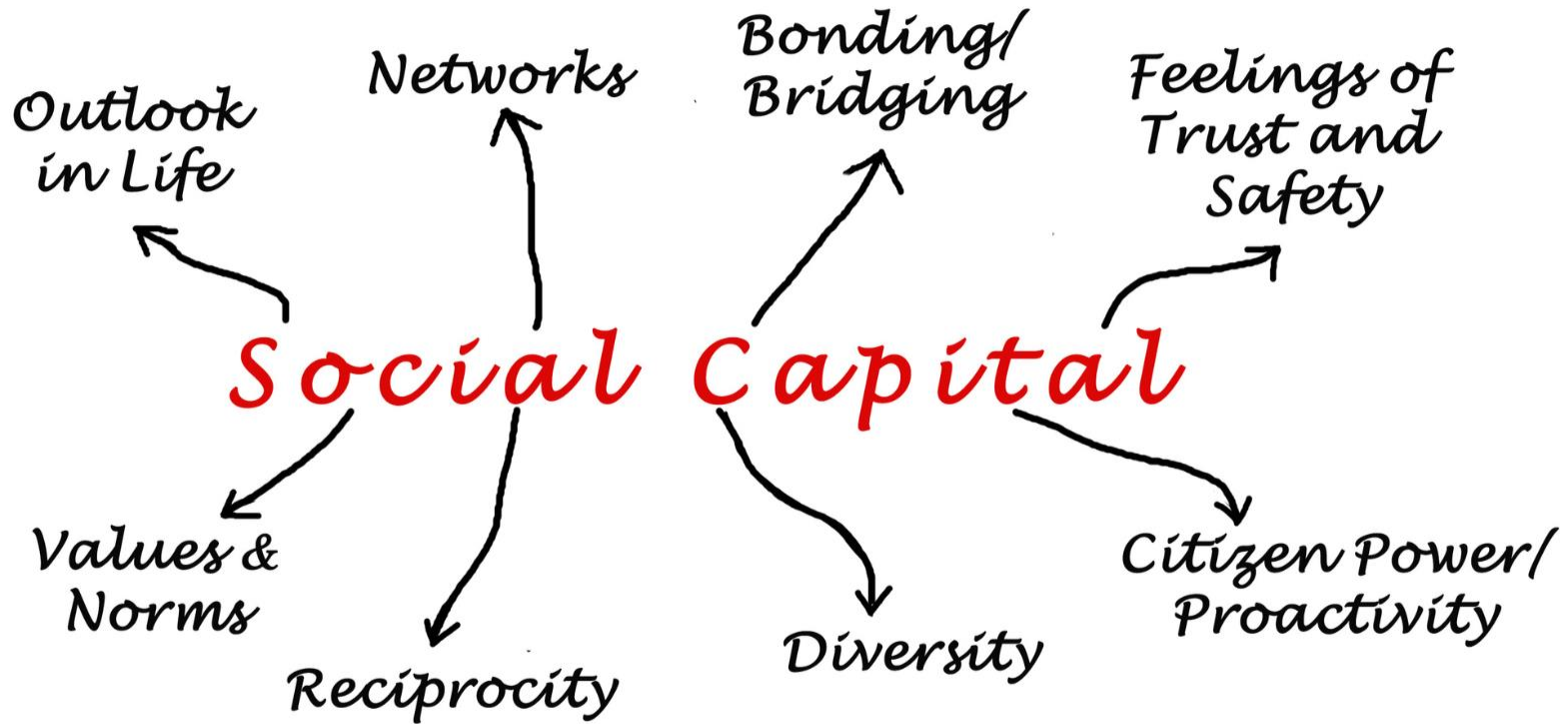
What impact did it have on you?

Special Olympics 2003



Volunteering legacies





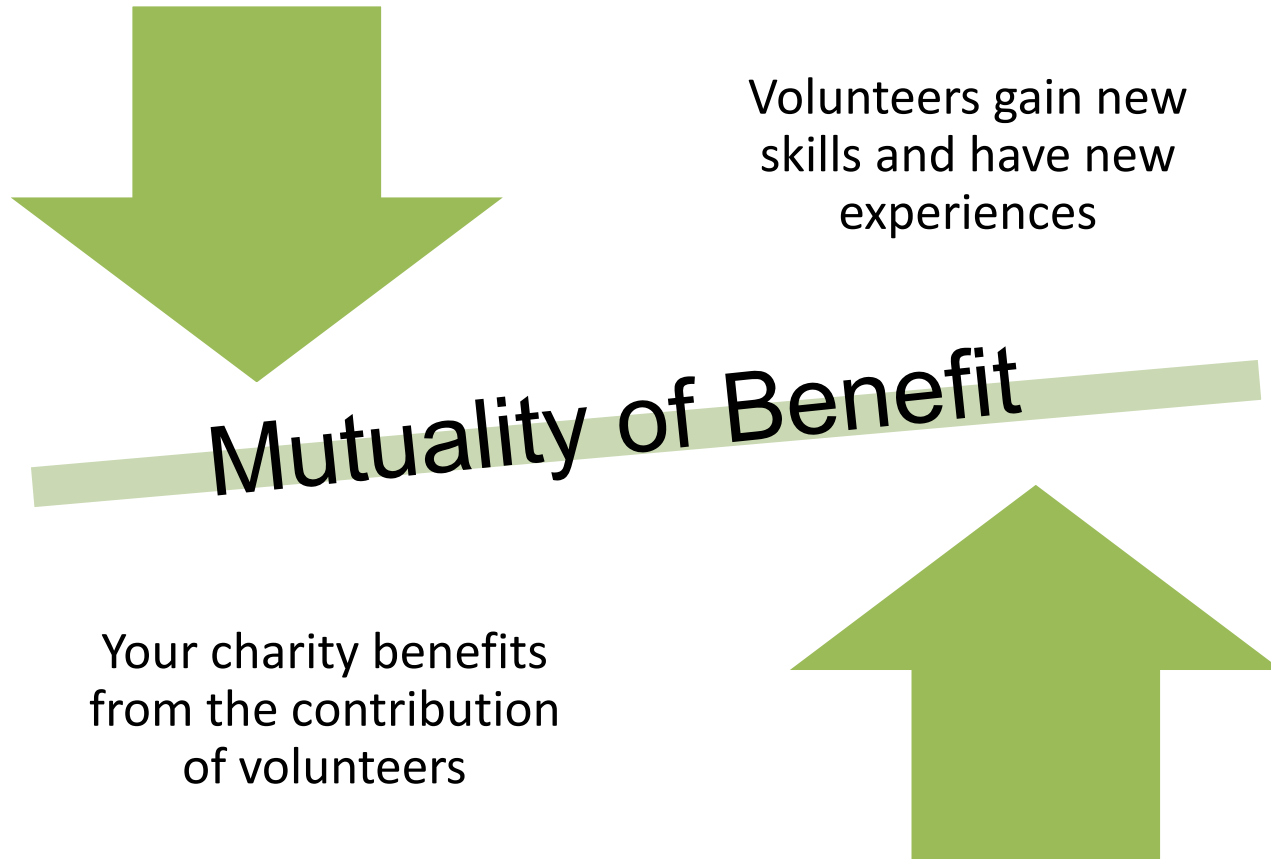
My precious... volunteers

We are custodians of volunteering
and our role is to provide a
meaningful experience

Volunteers are not going to stay
with us forever, but we can give
them a fantastic experience
volunteering

We don't own volunteers!





Volunteer legacy

Clarify your
vision

Develop a
strategy / plan

Recruit and
train volunteers

Good leadership

Actively engage
volunteers

Positive
volunteer
culture

Celebrate
success stories

Build
partnerships

Recognise
volunteers

Learning &
development

Continual
improvement

Document best
practice

Celebrate
milestones

Communicate

Plan for
succession



When you think
about volunteer
recruitment what
words come to mind?

Turn to the person next to you and introduce yourself



In pairs discuss what has been your biggest recruitment challenge & success



Feedback to the room introducing your partner and their answers



Recruitment

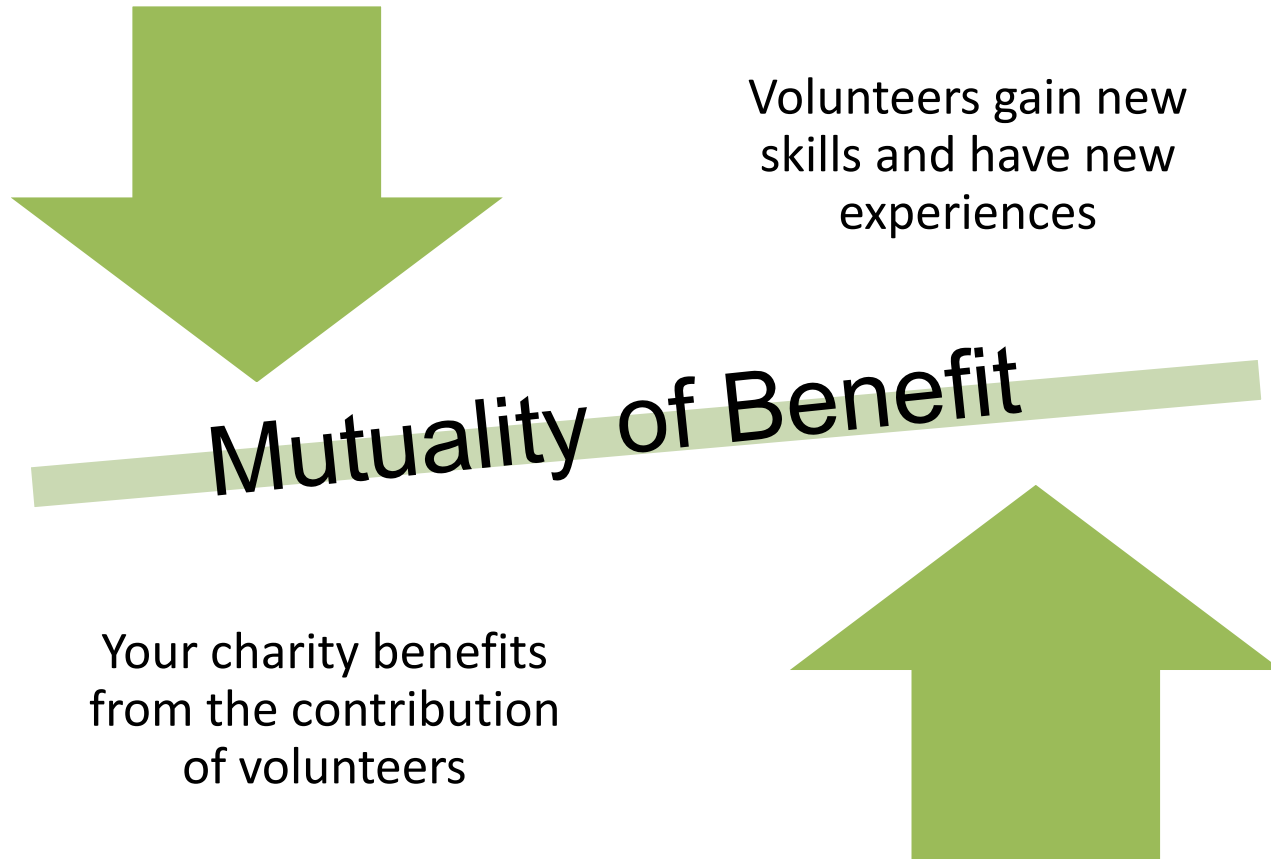
• Policies

• Clear Offer

• Application

• Vetting

• Support



5 Golden rules

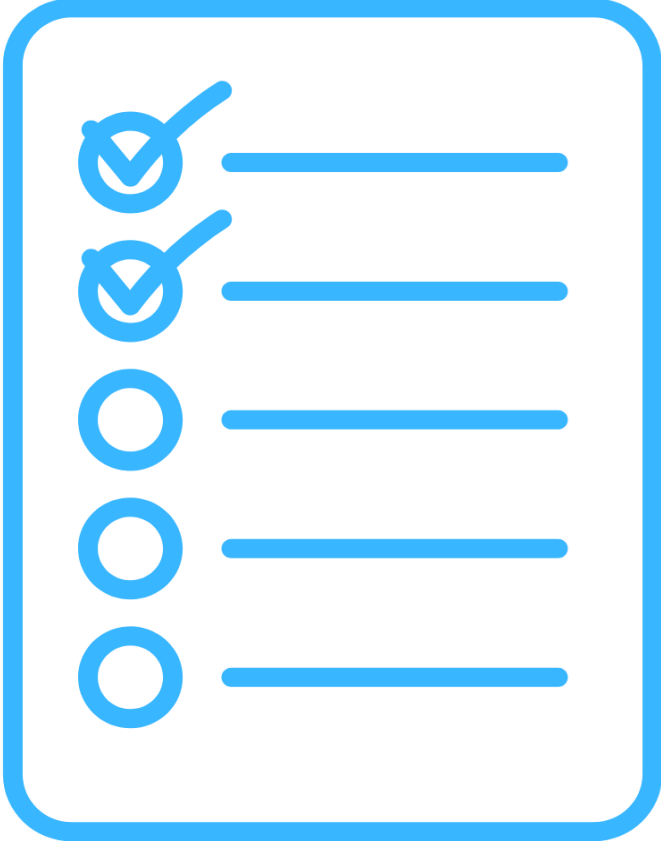
Start with your
network



5 Golden rules

Start with your
network

Have a
plan

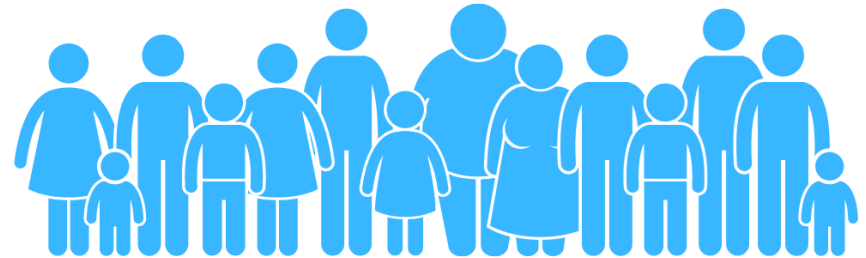


5 Golden rules

Start with your
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Have a
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Local
community



5 Golden rules

Start with your
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Have a
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Ask for
help



5 Golden rules

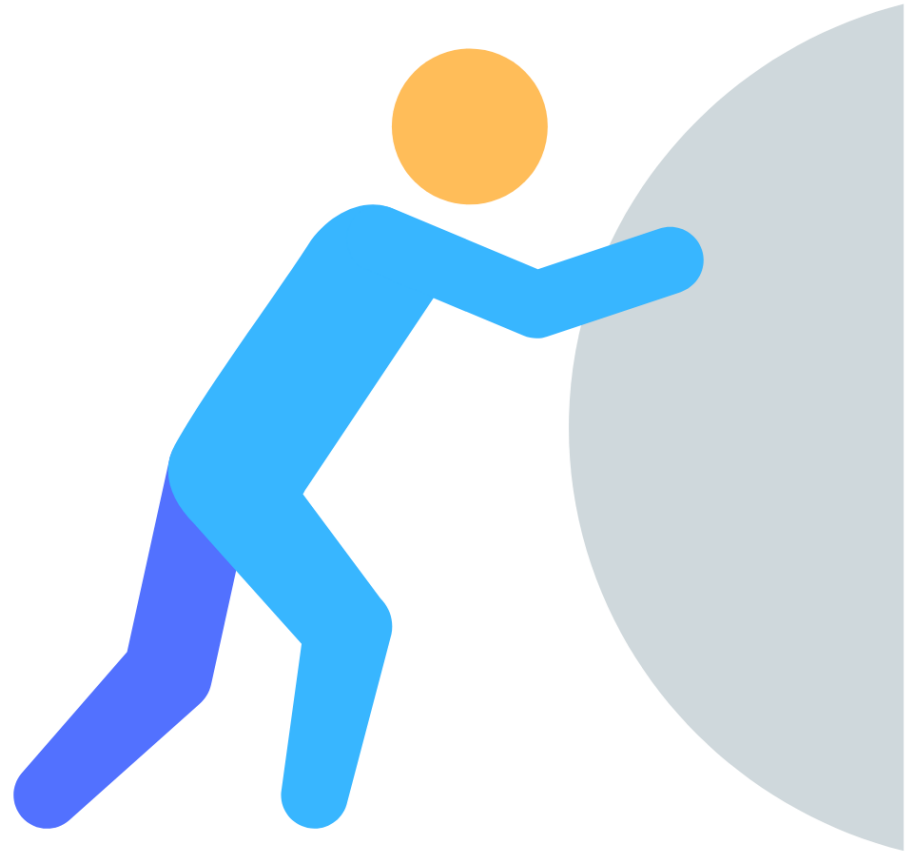
Start with your
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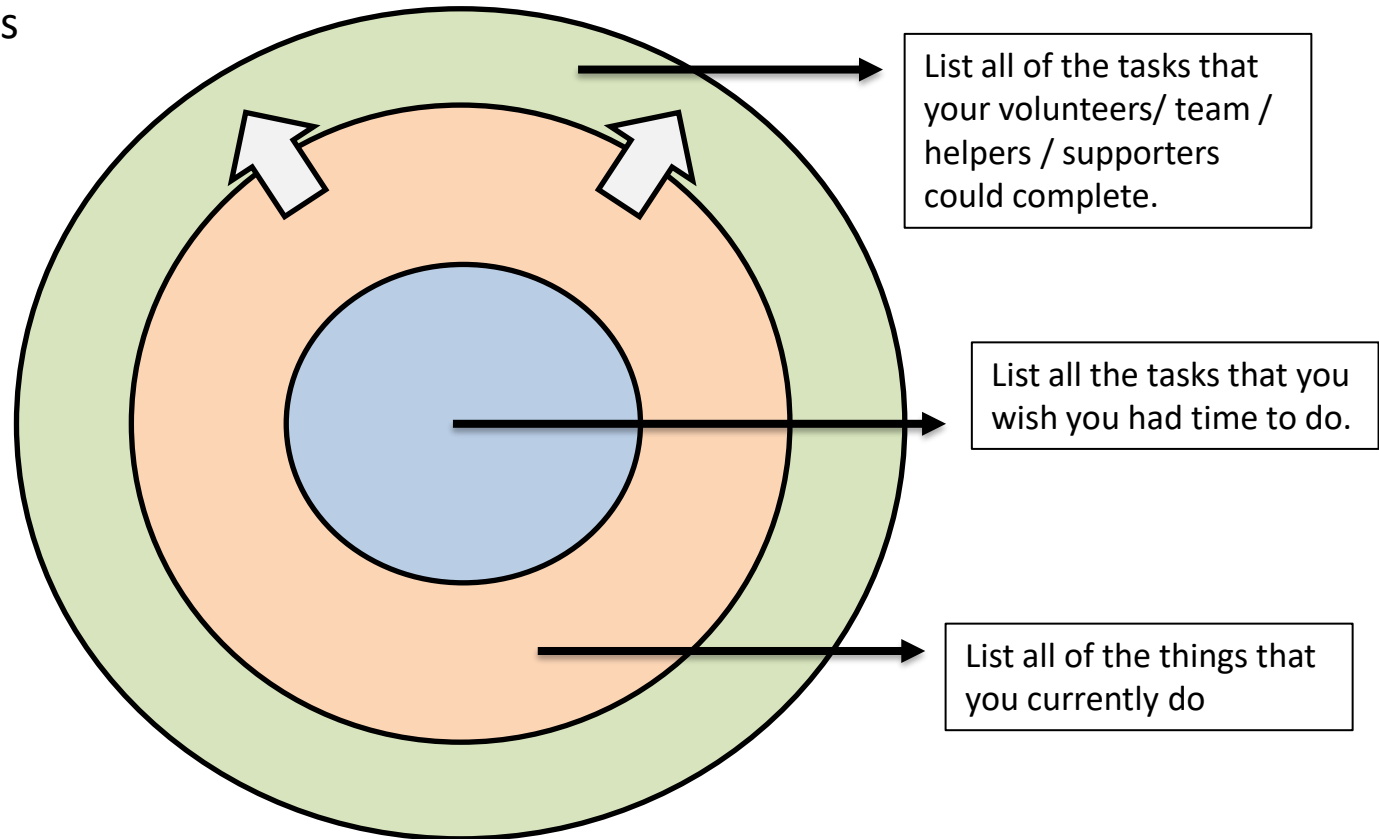
Ask for
help

Don't give
up



Strategies for successful engagement

Reviewing your tasks exercise



Recruitment – Writing a role profile or advert

| | |
|-----------------------------------------|--|
| Role | |
| Location | |
| Hours | |
| Length of commitment | |
| Purpose of the role | |
| What will the role involve | |
| What skills and experience are needed? | |
| What can this role offer the volunteer? | |
| Impact of the role | |

Be clear and specific – don't mis-sell

EDI

Jargon

Benefits

Expectations

Corporates



Microvolunteer (England)



Microvolunteering is perfect for busy people who'd like to get involved and help the RSPCA, but don't have much time to give. You'll be helping us by carrying out quick activities when you get a few moments to spare that make a big difference to animal welfare.

A great benefit of Microvolunteering is that you can do it at anytime or anywhere. Digital volunteering could be done on the bus when traveling to work, or whilst you are waiting to pick the kids up from school. Even the smallest actions can make a big positive difference to the welfare of animals.

Our volunteer support team will invite you to help when we have new activities you can get involved in. You'll get three or four microvolunteering activities a month, and tasks generally won't take more than 5 minutes to complete. You'll also have access to our online volunteering community Assemble where you can keep upto date with news about the RSPCA and get involved in other national or local volunteering opportunities.

▶ More about this role


Share



Downloads

 [Microvolunteer.pdf](#)

Other informati

 Minimum age 16

 Community based

Location

England

Apply

20+ open spaces

Volunteer Role Profile



| | |
|-------------------------|----------------------|
| Volunteer Role | Microvolunteer |
| Volunteer Manager | Volunteering Manager |
| Where you will be based | Community |

Why we want you

We are the RSPCA and it's our vision to live in a world where all animals are respected and treated with compassion. Our volunteers are incredible, they play an essential role in helping us carry out our important animal welfare work every day.

What you will be doing

- Liking and sharing posts on social media to help us spread our important Animal Welfare work further
- Completing online surveys
- Signing campaigns or petitions

The skills you need

- No experience necessary just a willingness to get involved
- Access to a computer, tablet or smartphone
- You'll need to be 16 or over. If you're under 18 we'll need the consent of your parent or guardian before you can start.

What's in it for you

- Meet new people and make new friends via our online Assemble community.
- A flexible opportunity to volunteer around your busy life
- An insight into the fantastic work of the RSPCA
- You'll be making a huge difference to the welfare of animals

Not recruiting to
specific roles

Giving the
individual choice &
flexibility

Creating variety
and self selection

Promoting the
cause and creating
a feedback loop

Seeing results
quickly

Clear
communication

Recruitment best practice

Start with your
team

Go back to your
existing contacts

Be clear with
your ask

Flexibility in your
offer

Do your research

How are you
using digital to
your advantage?

Review your
processes

What is your
induction
programme

Impact of
volunteers
contribution

What is your
plan?

What are mutual aid groups?

Covid-19 Mutual Aid UK

Find your local group Resources Frequently Asked Questions Campaigns Media

Covid-19 Mutual Aid

Local organising to support the most vulnerable in our communities

Find my local group [Search Map](#)

- Find or register a group in your area**
There are now thousands of local groups across the country, view the map. →
- Access local group resources**
Get answers and resources relating to starting and maintaining your local group. →
- Access community resources**
Discover what support is available for different groups during coronavirus outbreak. →
- Frequently Asked Questions**
Get answers to important general questions about Covid-19. →

Self organised

Community coming together

Addressing shared health or social issues

Mutual support and cooperation

We are volunteers supporting local community groups

How can you enhance volunteer recruitment at your charity ?

Appreciative inquiry

| Problem solving | Appreciative Inquiry |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| What to fix | What to grow |
| Thinks in terms of: problem, symptoms, causes, solutions, action plan, intervention and all too often blame | Thinks in terms of: good, better, possible |
| Breaks things into pieces, leading to fragmented responses | AI keeps the big picture in view, focusing on an ideal and how its roots lie in what is already working |
| Slow pace of change – requiring a lot of positive emotion to make real change | Quickly creates a new dynamic – with people united around a shared vision of the future |
| Assumes an organisation is made up of a series of problems to be overcome, creating a deficit culture | Assumes an organisation is a source of limitless capacity and imagination, creating an appreciative culture |

Appreciative inquiry

- Everyone will tell a story of when they have experienced excellent volunteer recruitment.
- Your story should have a beginning, middle and end. Provide some detail about the experience, you might want to consider the context and the impact that you've seen.
- You will have 3 minutes to tell your story uninterrupted. It's important that everyone has the space to speak.
- Focus on what's strong, rather than what's wrong.
- You can take notes while the speaker tells their story.



What type of plan do you need and what is your timeframe for implementation?

What is achievable with your resources and internal buy in for volunteering?

How am I going to collaborate and consult with colleagues? Don't make decisions in isolation.

Themes to create a plan



| Activity | Activity lead | Time scale for completion | Support required | Outcome of this activity |
|----------|---------------|---------------------------|------------------|--------------------------|
| | | | | |
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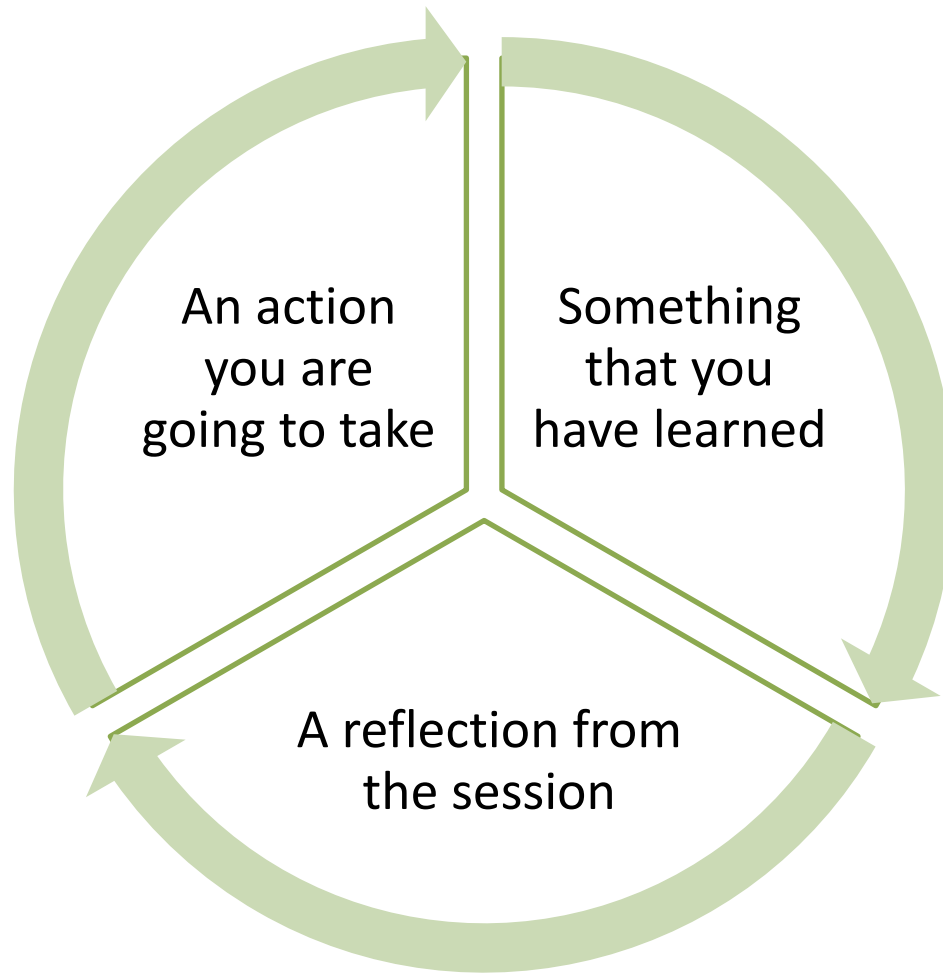
Start, Stop, Continue – take away activity

Start

Stop

Continue







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Strategies for successful engagement

Get into groups of three
and I want you to
discuss

When have you seen
excellent staff / volunteer
engagement? What made
it so good? What were
your biggest learnings?

We will then hear some
feedback from the groups
to the rest of the room.

Strategies for successful engagement

Learn everything you can about your audience

- If you don't know who your audience is then you will struggle to engage with them
- Use both online and offline to determine what works best for your charity to engage
- Know your tone

Create a social media strategy / plan

- Gather and examine what's working and what isn't on your platform.
- Who are you connecting with, who's connecting with you, what are your competitors doing?
- What do you want your audience to do?

Being authentic

- Some of the best content is quick, not slick (produced) and speaks with an authentic voice
- Emotional reality with a genuine voice – you can be that voice
- Cause related with a clear “Call to Action”

Online Summary

Huge amount of free resources that are available

Take advantage of the services that organisations are promoting

Review what best practice looks like within the sector and adapt for your audience

Invest the time in digital and online to reach new audiences to engage with you

Recruitment – informal chat / interview process

- First impressions – Meet and greet the volunteer and make them feel welcome.
- Set the scene – Use the candidates application for as the basis for your conversation.

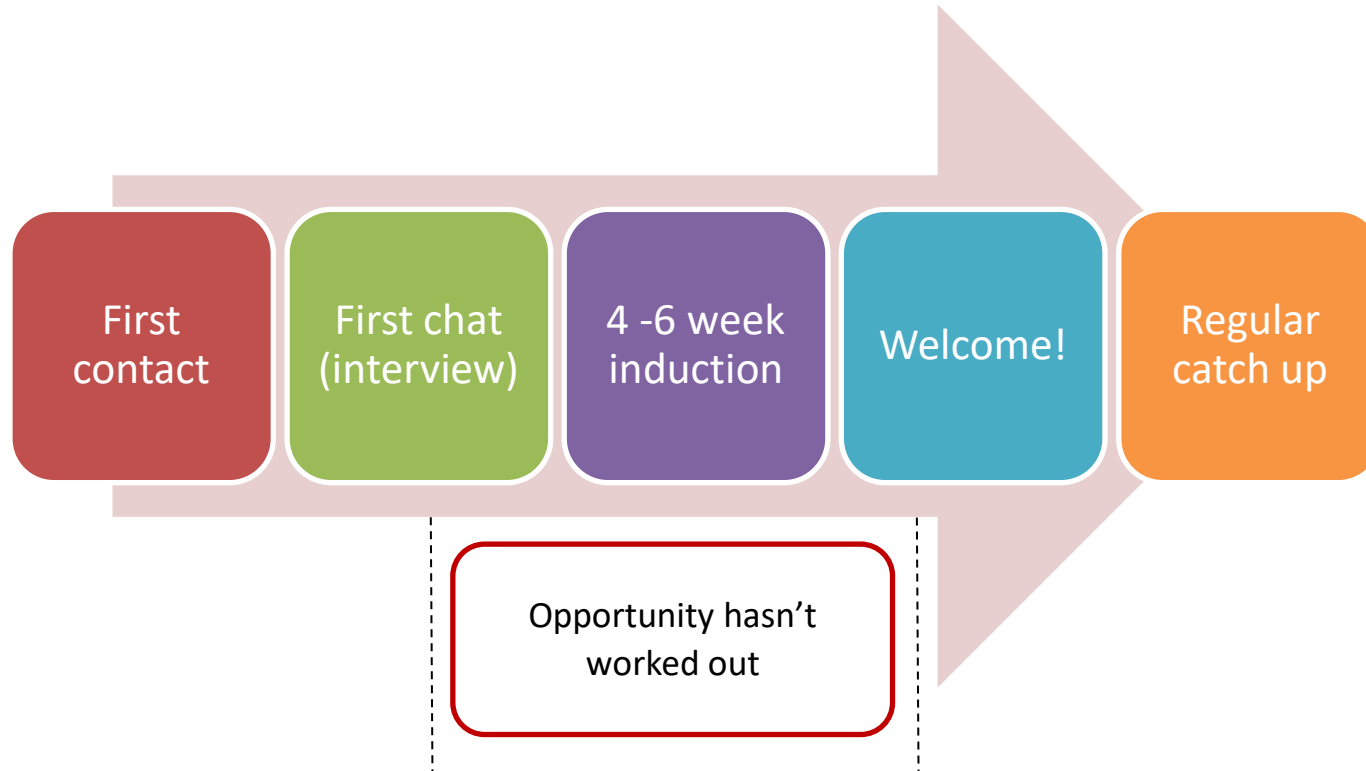
- About the volunteer role – Explain what is involved and what you are looking for.
- Share any training and support that will be in place for them.

- About the candidate – Why do they want to volunteer? What is their motivation?
- Any specific role specific questions that would be helpful to ask.

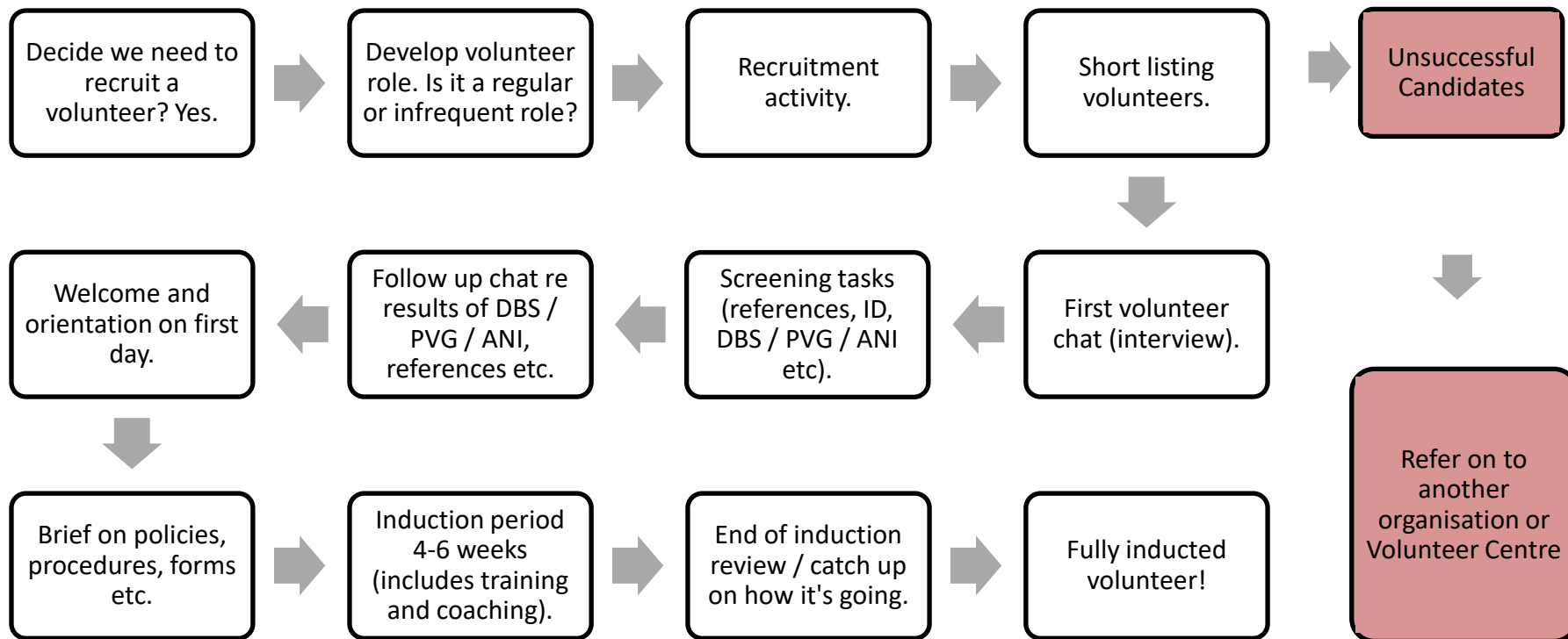
- Questions from the candidate – Giving them an opportunity to ask questions about the role.
- Prepare and think about potential questions someone might want to ask.

- Administration – ID check for example
- If the role requires a DBS / PVG / ANI check agreement from the candidate they are happy.

- Explain the next steps and when you will let them know the outcome.
- Thank them for their time and interest in the role.



This is what the induction process could look like for you



Training

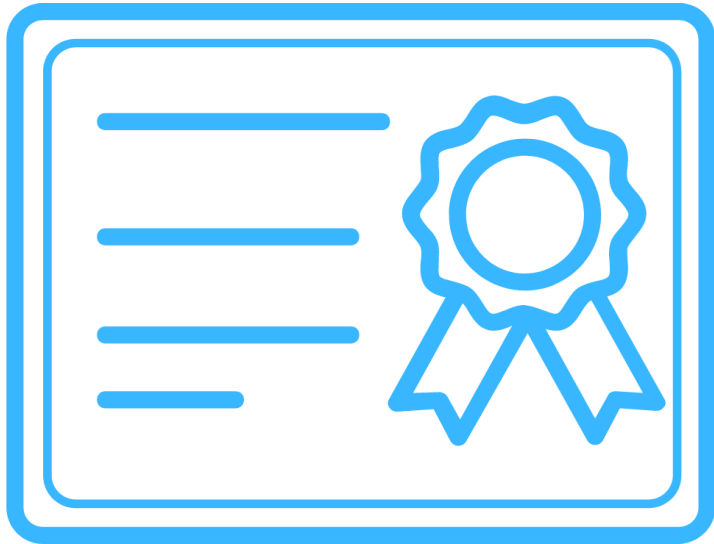
Risk
Assessment

Health &
Safety

Safeguarding



Recognition of finishing the induction



Recognising the
volunteer and
welcoming them to
the team

Keeping up the
momentum of
finishing their
training

Looking at other
areas that the
volunteer could
develop

Induction is part of
your retention
strategy

Saying thank you to your volunteers is the most important thing you can do

Volunteers are your ambassadors for your charity in the community

There are formal and informal ways in which you can recognise volunteers

What has been a memorable recognition moment for you?



Methods of recognition



Day to day
recognition – saying
thank you!

Certificates & badges
highlighting
achievements

Recognising short
term and long term
volunteers

Public social media
thanks!

External awards
through other
organisations

Using Volunteers' Week to get attention

Connect to your local paper to share an amazing story

Using your social media account to highlight an achievement

Internal newsletters or bulletins to showcase a volunteer



User Manual for Me

When I'm at my best this is what you'll notice about me

Type your answers here

When I'm not at my best this is how you can help me

Type your answers here

The best ways to communicate to me are

Type your answers here

Conditions I like to work in

Type your answers here

Things that I need

Type your answers here

Things that I struggle with / find difficult

Type your answers here

How I like to be recognised when I do a good job

Type your answers here

Other things to know about me

Type your answers here

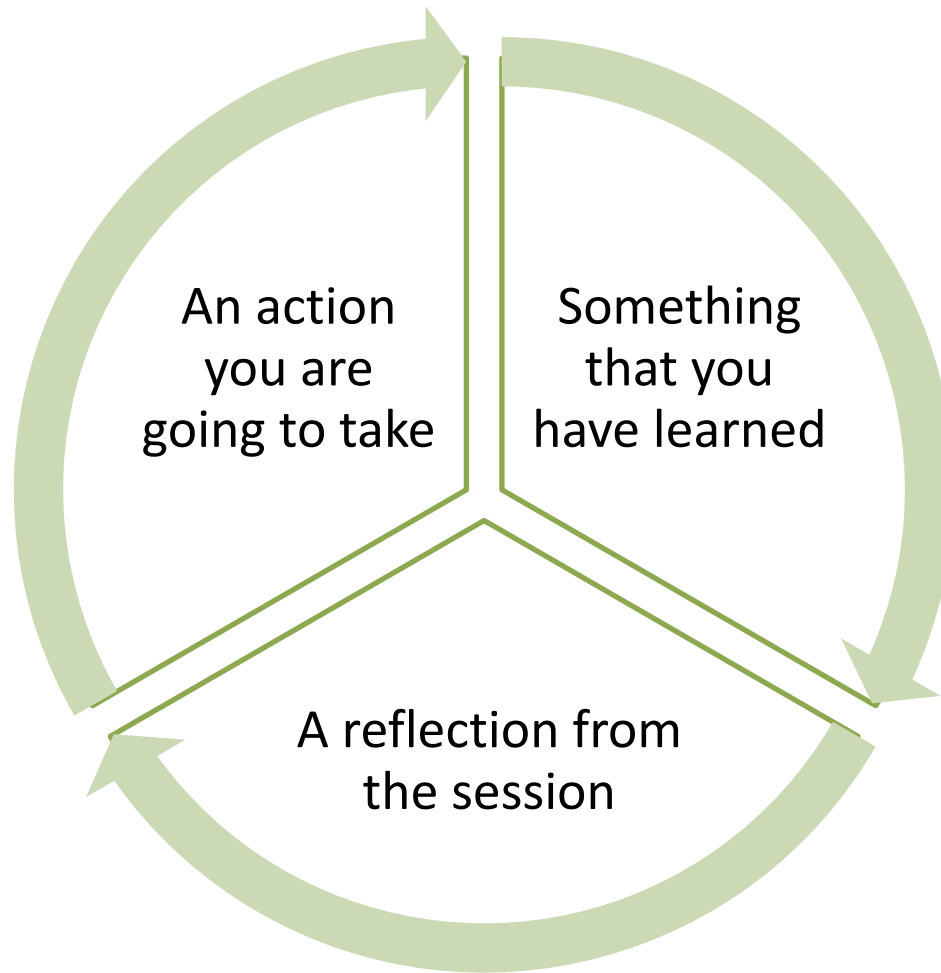
Start, Stop, Continue – take away activity

Start

Stop

Continue







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Volunteer Management

Get into groups of three
and I want you to
discuss

A time when you didn't
deal with a problem or an
issue early? What was the
result of not confronting
that challenge? Did the
issue create a bigger
problem?

We will then hear some
feedback from the groups
to the rest of the room.
Be mindful of
confidentiality when
sharing, so de-personalise
as best you can.

Preventing problems from occurring

Are there regular communication touch points?

How can you have a culture of raising an issue?

How can you use the induction process to support you?

What policies does your charity have to support you?

Mutuality of benefit

What if there is a persistent issue being raised?

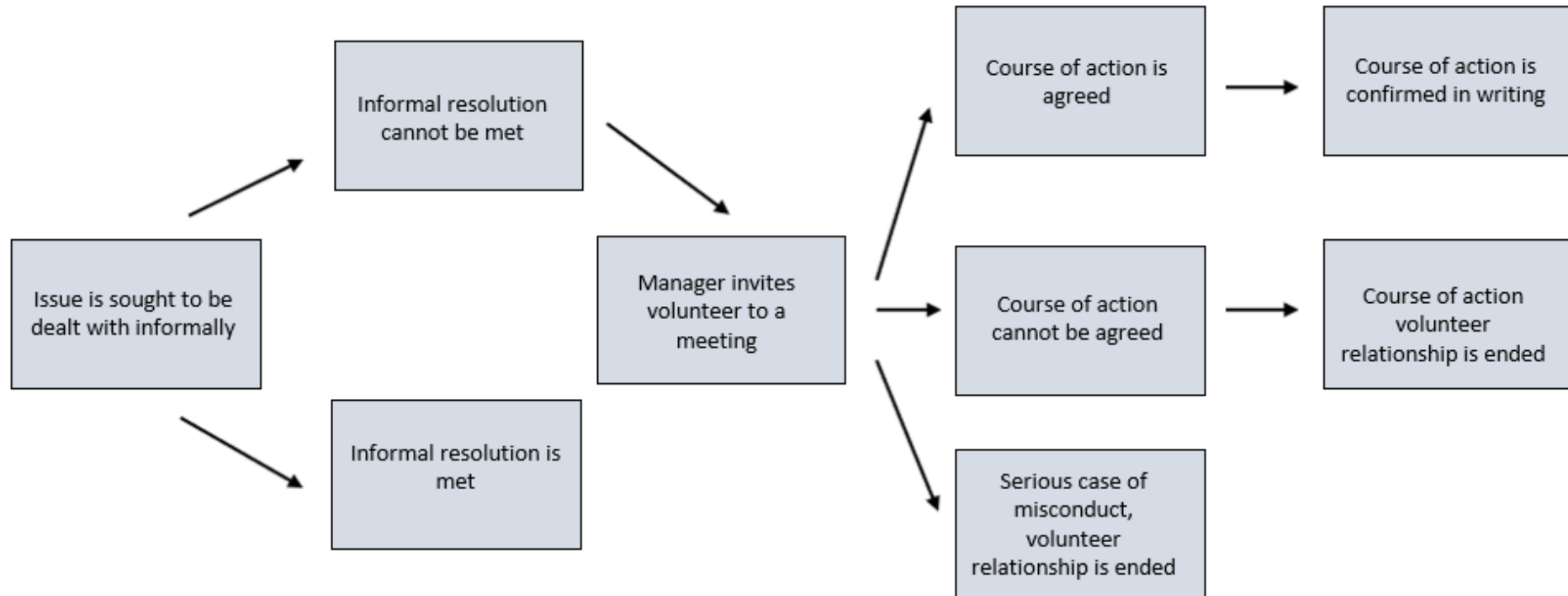
Tips for giving feedback

- Keep your language neutral and factual - avoid being confrontational or judgmental.
- Give feedback that you have observed, not someone else's. (Don't use second hand information).
- Keep to the point to the feedback you're giving. Don't get distracted or go on a tangent.
- Don't use negative phrases like "You are always... You never listen...Why don't you just..."
- Use positive phrases like "I have noticed... Can you help me understand..."?
- Be clear with the issue at hand – Don't talk around it.
- Give the volunteer a chance to talk / explain / reflect. Don't do all the talking.
- Don't downplay the feedback you're giving. "It wasn't that bad, but I do need you..."
- Be calm, don't mirror the emotions of the volunteer if they get angry or upset. You are there to give constructive feedback and professional in how you deliver it.

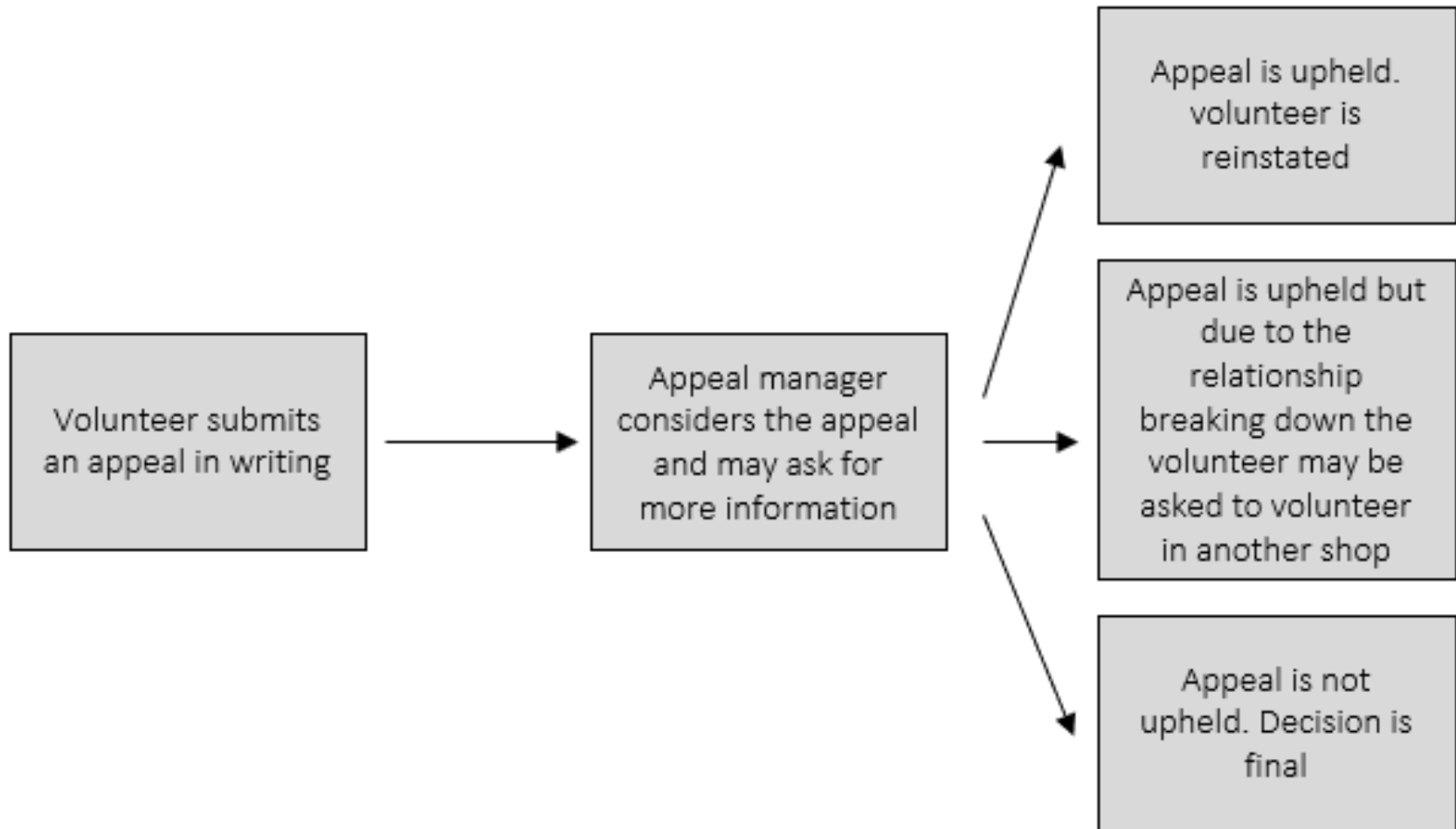
Building a relationship with your team

| Statement | Score 1 - 10 |
|--------------------------------------------------------------------------------------------------------------------------|--------------|
| My charity practices honest and open two-way communication between staff and volunteers | |
| My volunteers practice honest and open two-way communication with each other | |
| My volunteers support me in helping to make decisions about our charity | |
| My charity has a culture of healthy challenge and debate | |
| My charity has a culture of treating each other's point of view with respect | |
| In my charity we listen to each other | |
| My volunteers are clear about the expectations of volunteering | |
| We are an open and inclusive team | |
| Challenges and problems are resolved effectively and in a timely manner | |
| My volunteers are confident in raising challenges and concerns | |
| My volunteers are informed about the charity through regular communication such as meetings, catch-ups, newsletters etc. | |
| My volunteers know who my Line Manager is (if you have one) | |
| We celebrate our successes as a team | |

Informal / Formal process flow chart



Appeal Process



Good day to day management

| Statements | Good day to day management & communication | Informal process | Formal process |
|-------------------------------------------------------------------------|--------------------------------------------|------------------|----------------|
| A team member is refusing to take instructions | | | |
| A team member has been very rude to a customer | | | |
| A team member keeps turning up late to their shift | | | |
| Two team members are talking and ignoring a waiting customer | | | |
| A team member has been accessing inappropriate websites on the computer | | | |
| The team don't always agree with your decisions | | | |
| The Tuesday afternoon team are not welcoming to new volunteers | | | |
| 3 team members are bullying another team member | | | |
| A team member is telling rude jokes after being told not to | | | |
| A team member forgot to cash up at the end of their shift | | | |

Case Studies

Tony has been volunteering in your shop for the last 6 years. He has been a valuable member of the team and has worked really hard in the music department, building up sought after stock, taking feedback from customers and training new members of the team. Now the music department is a highly profitable area of your shop.

Over the last couple of weeks, Tony had behaved out of character and hasn't been himself. You had noticed that some of the CD's that have been put out for sale were counterfeit that were part of a big donation from a house clearance. You had asked Tony to remove these as you're not able to sell them. Tony is refusing saying the policy is incorrect and that we can sell these CD's. You have tried to explain to Tony the rationale but he is becoming increasingly annoyed with you and feels you should challenge the policy.

Case Studies

| | |
|---------------------------------------------------------------------------------------------------------------------------------------|------|
| 1. Write to head office to ask for a full explanation of the rationale behind the policy and then give this to Tony. | |
| Pros | Cons |
| 2. Arrange a formal meeting with Tony to explain that policy, that it's non-negotiable and that he will be dismissed if he continues. | |
| Pros | Cons |
| 3. Have a conversation with Tony to try to understand a bit more from him about why he is not working in a positive way. | |
| Pros | Cons |

Case Studies

Tara is a volunteer in your horticulture charity which sells plants to the public. She has been volunteering for two months.

All of Tara's paperwork has been completed, she was able to provide two acceptable references and has just completed her induction period. This afternoon Tara has come into volunteer, but has clearly been drinking and is heavily under the influence of alcohol. Tara then started to swear at customers and then made a derogatory comment towards one of your other volunteers. Tara tried to get back to volunteering on her shift but you managed to persuade her to go home. As Tara was leaving she turned and shouted aggressively, swearing at you and began to be confrontational towards you. It was only when you threatened to call the police she eventually left.

Case Studies

| | |
|------------------------------------------------------------------------------------------------------------------------------------------|------|
| 1. Inform Tara that she is temporarily suspended for two weeks and that you will speak to her informally when she returns. | |
| Pros | Cons |
| 2. Let Tara know that you are withdrawing the invitation to volunteer from her due to serious misconduct. | |
| Pros | Cons |
| 3. Have a quiet word with Tara next time she is volunteering and let her know that you'd prefer her not to behave in that way next time. | |
| Pros | Cons |

Case Studies

Tammy has been volunteering for 14 years and has been an interim sports manager (paid) for the past three months. Tammy has now returned as a volunteer. You have just joined as the new Sports Manager, taking over from Tammy, and you are holding your first meeting. During the meeting Tammy is trying to dominate the agenda and take over the meeting to voice their strong opposition at changes you are planning to make, such as starting a new sports coaching programme. Over the next week, Tammy is being difficult and is undermining your decisions. You have also overheard Tammy speaking negatively about you behind your back to other volunteers.

Case Studies

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------|
| 1. Ignore Tammy and just brush it off as bad grapes. You're sure the situation will get better with time. | |
| Pros | Cons |
| 2. Try to get your other volunteers to make a complaint about Tammy so you can withdraw their invitation to volunteer. | |
| Pros | Cons |
| 3. Arrange a time to talk informally with Tammy about how they are feeling about the changes and how you can work together more collaboratively. | |
| Pros | Cons |

Case Studies

You have been the Fundraising Manager for 5 years and over that time you've built up a small but dedicated team of fundraising volunteers. About four weeks ago (within the induction period), you had a new volunteer start called Ted, who wanted to learn new skills about fundraising and to make a contribution. You have become concerned, as when Ted comes into the office all he seems to do is drink tea with the other volunteers and sit around chatting. Ted has only completed a handful of fundraising tasks and hasn't really got stuck in. So far you haven't spoken to Ted about this.

Case Studies

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------|
| 1. You arrange to have a private conversation with Ted, setting out the expectations of the role and find out whether Ted is enjoying volunteering. | |
| Pros | Cons |
| 2. Speak to one of your volunteers and ask them to have a word with Ted to see if that will help. | |
| Pros | Cons |
| 3. As Ted is within the induction period you decide that the opportunity hasn't worked out and you end the relationship. | |
| Pros | Cons |

Case Studies

Tariq and Theo are best friends and are on their first day volunteering in your charity shop. They are excited to try out everything, especially the music department as they are in a band together. You get them buddied up with an elderly, but experienced volunteer called Tilly. Tilly starts by taking them on a tour of the shop, then gets them to sort stock in the back room. You check in a while later to see how everything is going. Tilly is unusually quiet and doesn't seem her normal self. Later that afternoon Tilly comes to you with a concern. She thinks that one of the new volunteers has taken some CDs, but she can't be certain. If she had to guess who took them it would be Theo as he put something in his rucksack before lunch. Tariq and Theo are about to go home for the day.

Case Studies

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| 1. You dismiss both volunteers immediately as you can't trust them. Even though Tariq hasn't been accused of taking anything, he is guilty by association. | |
| Pros | Cons |
| 2. Ask to speak to Theo and Tariq before they go home. Explain that you have noticed that some CDs have gone missing and do they know anything about it? | |
| Pros | Cons |
| 3. Don't do anything. You can't be 100% sure that Theo has taken the CDs and you don't want to accuse someone when you don't have any evidence. | |
| Pros | Cons |

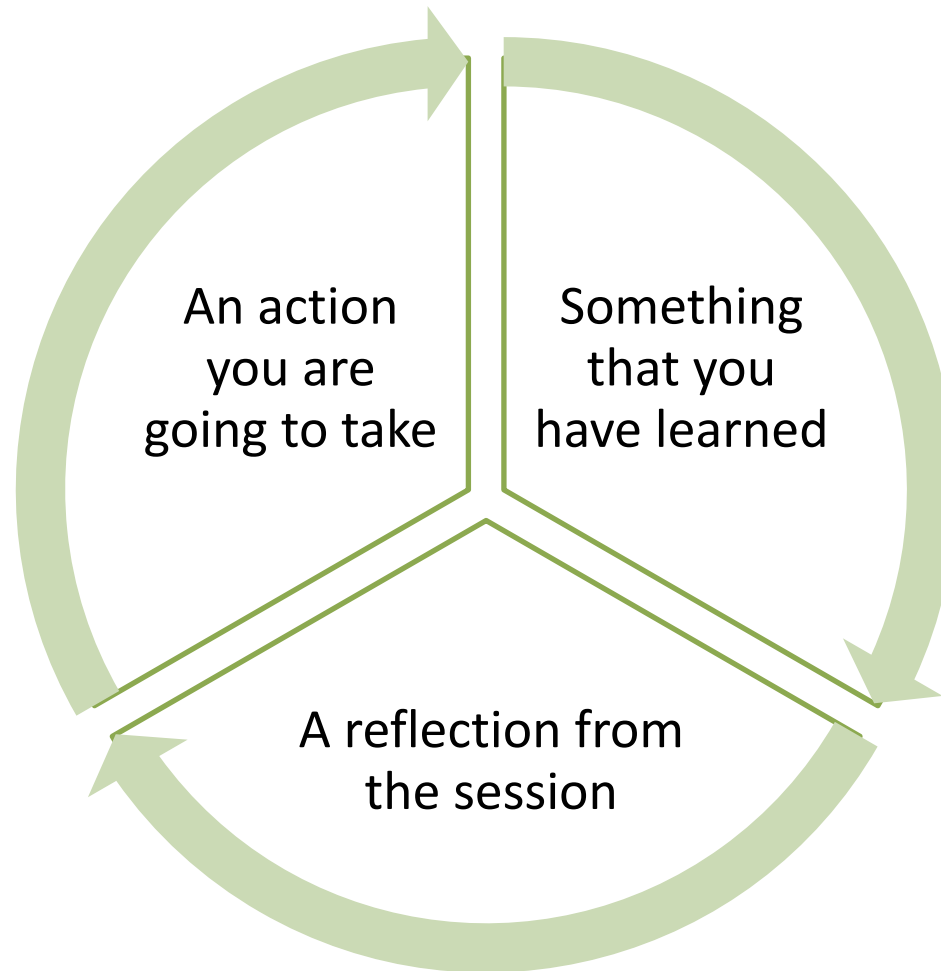
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