

STATE ADVISORY COUNCIL ON AGING

2018 Annual Report

to the

Michigan Commission on Services to the Aging



Volunteerism is Ageless – It Spans a Lifetime

A Report on Volunteering Benefits,
Effective Recruitment Techniques
and Retention Strategies

Report Cover Photos

From Left to Right. First Row of Photos: First Photo — Ed Brosowski, Volunteer, Saginaw-Shiawassee Habitat for Humanity—Mr. Brosowski is replacing siding at the Kinascz residence (Thomas Township, Saginaw County, Michigan). Photo courtesy of Carmen Mora, Resource Development and Family Services Manager, Saginaw-Shiawassee Habitat for Humanity

Second Photo—Top Row, Left to Right: Terry Tomlinson, Kiwanian; Clifford Thorne, Assistant Scoutmaster; Stuart Sobeske, Troop Guide; Samuel Thorne, Boy Scout; Gerry Hage, Scoutmaster; Kevin Yeakey, Committee Chairman; Mark Ott, Coldwater Kiwanis President—**Front Row, Left to Right:** Carson Perz, Senior Patrol Leader; Daniel Zimmerman, Boy Scout; Conner Kaniewski, Boy Scout; and Connor Wolverton, Boy Scout (Coldwater, Michigan). Photo courtesy of Dennis Brieske, Kiwanian and Member of the State Advisory Council on Aging (SAC)

From Left to Right. Second Row Photos: First Photo—Damian Fisher, David Perez, Sr. and Jonathan Cabrel, Saginaw Chippewa Tribal members, carry the United States flag, Eagle staff, and Michigan flag as proud U.S. veterans. Photo courtesy of Joseph Sowmick, *The Tribal Observer* and Member of the SAC

Second Photo—Cornelius Wilson, Volunteer (Detroit, Michigan). Photo courtesy of Angie Perone, Executive Director, SAGE Metro Detroit and Member of the SAC

Third Photo—John and Patricia Kinascz, Home Owners and Ron Kinne, Saginaw-Shiawassee Habitat for Humanity's House Leader. Volunteers added insulation, replaced siding, lifted the house and replaced rotted bond timber and sill plate as well as added exterior doors. Additionally, the renovations were also led by House Leaders Russ Taylor, Thomas Township Manager and Dan Sika, Thomas Township Planner—not pictured (Thomas Township, Saginaw County, Michigan). Photo courtesy of Carmen Mora, Resource Development and Family Services Manager, Saginaw-Shiawassee Habitat for Humanity

Bottom Photo: Richard Kline, Senior Deputy Director, MDHHS, Aging and Adult Services Agency; Orzhelle Johnson, Foster Grandparent and the 2018 Michigan Commission on Services to the Aging (CSA) Senior Volunteer of the Year Award for Service to Others (Grand Rapids, Michigan); Cornelius Wilson, Volunteer and the 2018 CSA Senior Volunteer of the Year in Community Leadership (Detroit, Michigan); and Dona Wishart, Chairperson, CSA (Gaylord, Michigan). Photo courtesy of Philip Lewis, Public Affairs Specialist, MDHHS, Aging and Adult Services Agency



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October 9, 2018

Dear Chairperson Wishart and fellow Commissioners,

It gives me great pleasure to present the 2018 Annual Report of the State Advisory Council on Aging, "Volunteerism is Ageless – It Spans a Lifetime." In response to the Commission's 2017 charge, the Council explored volunteering for and by older adults.

We have discovered new and practical information we are pleased to share with you, including: positive benefits of volunteering, volunteer opportunities, effective recruitment techniques, and retention strategies. Volunteers serving the citizens of Michigan are highlighted throughout the report, as are subject matter experts.

On behalf of the Council, I wish to express our gratitude to Senior Deputy Director Richard Kline and the staff of the Michigan Department of Health and Human Services, Aging and Adult Services Agency for their support and assistance. I also wish to express our thanks to Chairperson Dona Wishart and Commissioners John Briggs, Nancy Duncan and Kathleen LaTosch for attending Council meetings as guest commissioners. The Council also appreciates Commissioner Michael Sheehan for his long service to the Council and continued support. Finally, thank you to the Commission for allowing me the opportunity to chair and work with this dedicated and passionate group of volunteers.

Sincerely,

Kristie Everett Zamora
Chairperson, State Advisory Council on Aging

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Preamble

Annually, the Michigan Commission on Services to the Aging (CSA) gives the members of the State Advisory Council on Aging (SAC) a research assignment based on an important issue to older adults. In 2017, the CSA charged the SAC with examining the topic of “Volunteerism For and By Older Adults”. SAC workgroups explored the benefits of volunteering, opportunities available, recruitment techniques, and retention strategies. Council members organized this report with resources for individuals, as well as for organizations working with volunteers.

Active links to resources are placed throughout the report that provide greater detail. For maximum usefulness, it is recommended to read this report online where the links are easily accessible: <http://www.michigan.gov/osa/1,4635,7-234-64080-324837--00.html>. All links were verified to be active at the time this report was completed.

State Advisory Council on Aging

2018 Annual Report

Volunteerism is Ageless—It Spans a Lifetime:
A Report on the Benefits of Volunteering, and Effective
Recruitment Techniques and Retention Strategies

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Introduction

Volunteerism is ageless. It spans a lifetime. Michigan's older adult population aged 60+ exceeds 2.2 million, or 22 percent of the state's population, and it is growing every day. Those age 85 and older are the fastest growing segment (Michigan FY 2018-2020 State Plan on Aging, 2017).¹ With the unprecedented growth in this segment, volunteerism will play an important role in making resources stretch to meet the growing demand for services for the aging. We must consider the contributions volunteers of all ages can make to augment community-based supports and services for older adults in Michigan. Further, it also addresses the resources, programs, policies, and opportunities available to promote volunteerism.

The Michigan Commission on Services to the Aging (CSA), a 15-member volunteer commission appointed by the Governor, charged the State Advisory Council on Aging (SAC), another all-volunteer group, with researching and analyzing the topic of volunteerism in the state of Michigan. The SAC focused on "volunteering for and by older adults." Four workgroups were established to research the following topics:

- Positive Benefits of Volunteerism
- Volunteer Opportunities
- Recruitment Techniques
- Retention Strategies

We examined and documented all aspects of each topic as well as practical approaches for strengthening volunteerism, followed by descriptions of organizations successful with using volunteers to achieve their missions. In addition, best practices of successful volunteer-based or volunteer dependent organizations were reviewed. Research included evidence-based findings, interviews with subject matter experts, and conversations with key volunteers across the state of Michigan. This process incorporated applicable information to support local initiatives that meet the complex needs and desires of our diverse population of older Michiganders.

It is important to note that the research and writing of this report was generated by volunteers serving on the SAC's 40-member council. Members of the CSA and SAC represent older adults from Michigan's 16 area agency on aging (AAA) regions and their local aging networks with nearly 1,200 service providers. Many members not only volunteer as members of the commission and council, but also serve as volunteers in a variety of other groups and organizations, both locally and statewide.

According to Susan Ellis, president of Energize, Inc., a volunteerism training, consulting, and publishing firm, volunteerism is

*Choosing to act in recognition of a need, with an attitude of social responsibility and without concern for monetary profit, going beyond one's basic obligations.*²

She emphasizes the two-way benefit—both the volunteer and the recipient of service gain positive rewards from the effort. Recipients can receive services they might not otherwise be able to access, and those who give of their time receive secondary gains such as making new friends, expanding one's social network, and strengthening social skills.

Through this review process, we learned about the many positive benefits of volunteering including physical, mental, and emotional health as well as economic, civic engagement, and intergenerational benefits. We identified recruitment techniques that are very important to the successful retention of volunteers. Developing a recruitment plan, organizing it to ensure success, researching methods of recruiting, and using effective tools are outlined. Furthermore, retention strategies are described including methods for managing, maintaining, and retaining volunteers. We discussed how to appreciate, thank, and value volunteers, as well as the critical importance of developing a volunteer coordinator position and succession plan. A checklist of successful volunteer retention strategies and a volunteer satisfaction survey are included.

There is a wealth of information on the volunteer opportunities available for all ages, from homebound options to working with organizations and several are included throughout the report. A list of [acronym definitions](#) is included for readers unfamiliar with some agencies and programs. Additionally, a directory of volunteer opportunities is incorporated in this report to help readers connect with the broad spectrum of volunteer opportunities. The directory includes links to volunteer match websites, where readers can learn about volunteer opportunities, such as working with youth, helping animals, using professional skills in a pro bono capacity, or joining a faith-based volunteer organization. This directory is not intended to be all-inclusive, but rather spark ideas about how to reach out to organizations in your own communities.

Volunteer opportunities for and by older adults are bountiful. This report offers the reader options and ideas for providing supports to older adults in their communities where gaps in services may exist. The reader will find links for easy access to this information via electronic devices. There are many volunteers assisting our state's older adults in each of the 16 Michigan AAA regions and several are recognized in this report along with older adults honored by state and local agencies for their outstanding contributions.

Positive Benefits of Volunteering

A few years ago, the Michigan Commission on Services to the Aging (CSA) recommended that volunteerism be reviewed as a critical topic and noted that the baby boomer generation has valuable gifts, wisdom, and skills to offer their local, state, and national communities (see the SAC's 2015 Adjunct Report *Positive Aging: Education, Veterans, Volunteerism and Media*).³ One of the better-known benefits of volunteering is that it strengthens the individual's connection to their community and makes for a better place to work, worship, or play. Helping with even the smallest tasks can make a real difference in the lives of people, animals, and organizations in need.

The State Advisory Council on Aging (SAC) researched the critical question "What does volunteering do for the volunteer?" We found that volunteering contributes to older adults' quality of life. Volunteering also helps volunteers in the following ways:

1. Gives older adults satisfaction about their efforts and builds self-worth with better health outcomes and improved quality of life.
2. Serves as a basis to expand experience and skills.
3. Provides a rewarding experience of helping and giving back to the community.
4. Offers opportunities to socialize and be part of the community while participating on projects.
5. Provides emotional, spiritual, and physical benefits, as well as an overall sense of well-being to those who give of themselves to serve others.

Volunteering for many years with the local senior center and nutrition program in various capacities, learning something new every day, and maintaining a positive attitude while not dwelling on challenges has helped me live a long life. If you stop, you will stop.

Mary Madejczyk, Centenarian and Volunteer for the River Valley Senior Center and Meals on Wheels of Southwest Michigan's River Valley Senior Center meal site. (Harbert, Michigan)

Physical Health Benefits

Volunteering has shown a positive impact on an individual's physical health. Researchers at Washington University and the University of Pittsburgh found that volunteers are happier and rate themselves as having better overall physical health, feeling less overall pain, and increased muscle strength.⁴ Through volunteering, older adults often experience increased access to health education and knowledge regarding exercise and medical recommendations.⁵ With this knowledge, some older adult volunteers may be empowered to seek out volunteer opportunities that also fit their personal health needs and goals. For instance, an older adult struggling with obesity may consider a volunteer activity that integrates increased movement as part of the daily routine or may seek a role at a local hospital that increases exposure to health-related information. Good health is not merely the absence of disease but includes

physical functional abilities such as engagement in activities of daily living, mobility, and quality of life. Researchers studied a program, the Experience Corps, which placed older adults at local elementary schools in Baltimore, Maryland, to participate in an intensive and structured volunteer program for over 15 hours a week. This service work involved mentoring at-risk students and having meaningful roles in the school to improve educational outcomes of students. Positive outcomes for the older adult volunteers included improved mobility, increased independence in the home, slowed loss of executive functioning, and lowered frailty. The children in kindergarten through the third grade who participated in the study had improved reading achievement and classroom behavior, as well as improvements in school climate, teacher morale and retention, and teacher perceptions of older adults.⁶

Researchers at the University of Minnesota suggest another connection between volunteering and physical health.

The connection between volunteering and health may have nothing to do with the likelihood that one would obtain a medical condition, but rather volunteering may increase an older person's social and psychological resources necessary to cope with the onset of such a medical condition.⁷

The researchers note that the socioemotional skills and protective factors garnered through the volunteer experience may help older adults better cope if they are faced with a physical health issue. For instance, volunteering can improve cognitive health and minimize memory-related issues.⁸ Researchers have also found that there is a positive connection with brain health and volunteering.⁹

Older adults who volunteer have shown reduced mortality rates according to research from Stanford University. Researchers followed a sample of 7,500 older adults in the United States for eight years. During this time, people who volunteered had a 41 percent decrease in mortality risk compared to people who never volunteered.¹⁰ As noted by the Corporation for National and Community Service (CNCS) in 2007, those who volunteered 100 hours per year (or about two hours per week) reported improved health outcomes when compared with non-volunteers. Weekly volunteer work throughout the year may be the most helpful toward reaping the full physical health benefits.¹¹

Mental and Emotional Health Benefits

While the desire to be active outside the home is often the initial motivating factor to volunteer, older adults may also reap mental and emotional health benefits.¹² Deborah Coleman reported positive benefits from the social support she derived from volunteering.

I volunteer for the Shiawassee Council on Aging's Senior Center in Owosso, Michigan, to get out of the house and for the stimulation of active involvement with people in the community and mutual personal support I receive.

Deborah Coleman, Volunteer, Shiawassee Council on Aging – Owosso Senior Center (Owosso, Michigan)

Research demonstrates that volunteering produces positive mental and emotional health benefits for older adults. The Oasis Institute based out of St. Louis, Missouri, is a nonprofit that promotes volunteering among older adults in the west and south United States. It found that about 80 percent of older adult volunteers reported increased well-being and more friends and acquaintances than non-volunteers. Researchers found that nearly 75 percent of older adult volunteers believed they were more productive with their time due to volunteering.¹³

Volunteer engagement is related to improved life satisfaction, reduced symptoms of depression, and enhanced subjective well-being.¹⁴ The CNCS compared people who volunteered to those who did not and found that volunteers had less depression and felt a stronger sense of purpose and accomplishment.¹⁵ The power of social integration is noted in older adult volunteers who feel less lonely and report having more friends, social resources, and structure compared to older adults who do not volunteer.¹⁶ Additional research shows that volunteering has psychological benefits in part due to people feeling they “matter” or that they have an important role in society and that their existence is important.¹⁷

For example, volunteering has many positive impacts on the volunteer and on the group or person receiving help or guidance as they have an opportunity to use their skills to help others and bridge a generation gap. Volunteering by individuals between 50 and 60 years old, who assist frailer older adults age 85+, is another way to involve the full spectrum of our population. Research has shown that older adults who participate in intergenerational mentoring programs have a stronger sense of purpose, higher self-esteem, lower rates of depression, and less isolation.¹⁸

Research has found that helping others kindles happiness. When investigators examined the relationship between volunteering and happiness in a large group of American adults, they found that the more people volunteered, the happier they were.¹⁹ During an insightful interview, volunteer James C. Forrer shared his reasons for volunteering for the AAA 1-B (Southeast Michigan) Advisory Council, Meals on Wheels, Salvation Army, American Red Cross, Shoplifters Anonymous, and Troy Police Volunteer Corps for over 14 years, shedding light on the socioemotional benefits he has gained. This level of commitment translates to greater engagement, increased social involvement, and a higher degree of satisfaction.

My rewards are to make the people I care for happy. I love it when they say, “Thank you, Jimmy, for caring and loving me.” Once the connection is made to someone you have helped, their reaction is all the satisfaction I need. Every night before I go to bed I think about what I did, and often conclude I didn’t do enough and need to do more tomorrow. I love helping people, and so many need help!

James C. Forrer, President of Helping Angels (a nonprofit organization he formed to assist older adults without families), Recipient of the 2012 Claude D. Pepper Award, 2016 Governor Snyder Honorary Tribute, and Troy City Council Service Commendation (Troy, Michigan)

Volunteering increases mental health for several reasons. First, it strengthens social integration and helping behavior. Social isolation can produce an array of negative health consequences. Volunteering reduces isolation and increases social connections. Second, volunteering can build or increase a sense of confidence and expertise. When individuals feel they can make a difference and have the confidence and competence to complete a goal, their self-efficacy and overall well-being improves. This confidence stems from new and diverse skills that volunteers often develop from volunteering. Lastly, volunteering often fills important social or emotional gaps during retirement or widowhood.²⁰ Life transitions can create turbulence for many older adults, and volunteering can mediate some of the negative effects of loss that may be associated with retirement, widowhood, or loss of a loved one.

Helping with the American Red Cross gave me something to look forward to, especially after my wife died.

George Wentz, Volunteer and Recipient of the Battle Creek, Michigan Community 2016 Continuing Service Award (Battle Creek, Michigan)

Volunteering, particularly among older adults, can help maximize social integration and involvement. Such activities provide an emotionally meaningful activity to counter the losses that can occur in later life, such as loss of significant others, loss of independence, or loss of employment.²¹

Economic Benefits

Volunteering for an organization requires a commitment by the individual providing their time and service. Organizations that use volunteers effectively also make a commitment through the training and support of the endeavor. Assessing the value of using volunteers can show that organizations investing in volunteers achieve financial and economic benefits and the benefit to the larger community is significant. For example, recent data from the Corporation for National and Community Service (CNCS) showed that between 2008 and 2010, adults contributed more than three billion hours of service per year in their communities, which totaled more than \$64 billion in economic benefit.²²

A closer look at three programs of the CNCS illustrates this economic benefit. CNCS—Senior Corps engages adults 55 and older to volunteer in 53 Foster Grandparent (FGP), Senior Companion (SCP), and the Retired Senior Volunteer (RSVP) programs in hundreds of sites across Michigan with 2 million hours served. While the primary funding comes from governmental agencies and nonprofit organizations, the return on investments is high. In addition to the \$6.51 million from CNCS and \$1.9 million from

local communities, Michigan is fortunate in leading the nation in support with \$4.6 million in funding from the Michigan Department of Health and Human Services, Aging and Adult Services Agency (AASA). In partnership with CNCS, AASA oversees the FGP, SCP, and RSVP programs that connect older adults to people, community projects, and organizations in need.

The FGP and SCP programs were established to help older adults get out of their homes and help in their communities while being paid a small stipend. The current stipend is \$2.65/hour for service, and FGP and SCP volunteers are required to serve a minimum of 15 hours per week, but requirements do allow for leave and sick time. Volunteers in FGP and SCP must meet an income eligibility of 200% or less of the federal poverty level. These programs also have formal recruitment, training, and retention plans whereby volunteers support at-risk students, become foster grandparents, help care for veterans, and participate in or assist with employment training, which is a mutually beneficial situation.

In Michigan, the FGP has 16 different programs and 13 SCPs across the state with 62 counties served in hundreds of programs. In 2017, about 1,000 FGP volunteers tutored over 5,000 children and about 495 SCP volunteers provided services to over 2,400 homebound older adults. In a guest interview with Karie Thomas and Karen Betley with the Michigan Association of Foster Grandparents and Senior Companion Programs, the SAC learned that

1. The average length of time volunteering in these programs is 5.2 years.
2. The average weekly hours of service are 22.1 hours per week.
3. The estimated value of a volunteer is \$24.30/hour based on their role and duties, but they are only compensated \$2.65/hour.

The role of foster grandparents is crucial to improving the lives of many Michigan children. This year, the Michigan Commission on Services to the aging (CSA) and the Aging and Adult Services Agency (AASA), under the Michigan Department of Health and Human Services (MDHHS), honored FGP Orzhelle Johnson of Grand Rapids with the Senior of the Year Award for Service to Others for her dedication to helping at-risk children in kindergarten to third grade learn to read.

In the RSVP program, there is no income eligibility requirement and volunteers do not receive an hourly stipend. They can provide a wide array of services including, but not limited to, tutoring at risk children/youth, delivering meals to homebound individuals, providing telephone reassurance calls to homebound seniors, leading classes at Senior Centers, and presenting topics of issues relevant to senior groups.

The RSVP has given great direction and support in our efforts to serve in the areas we are best suited—not to mention the annual luncheon to acknowledge our efforts.

Barbara Ernest, Volunteer, RSVP Program (Alpena, Michigan)

Research supports the economic benefit of investing in volunteers. Researchers at York University surveyed 31 hospitals in Toronto to validate a cost-benefit model for determining the value received when investing dollars in volunteer programs. Results showed an amazing pay-off. An average of \$6.84 in value from volunteers was received for every dollar spent.²³

Several resources exist for organizations to use in calculating the economic benefit of their volunteer programs. The Points of Light website promotes the use of a calculator to estimate the amount of money volunteers are worth. <http://www.pointsoflight.org>.²⁴ For up-to-date information, please see the Independent Sector figure which is currently listed as \$24.60 per hours of volunteer time. <https://independentsector.org/>²⁵

Civic Engagement

Volunteering may also contribute to increased civic engagement.

This chaplain told me “you served your country, you can also serve your community as well.” That struck me. I see it as soul work quite frankly. I really enjoy it. It’s a point of focus for the community to come together...The need is great, and it doesn’t have to take a lot of time. It’s the community working together.

Joel Dulyea, Senior Resources (AAA Region 14) Volunteer Writer and
Former AmeriCorps Volunteer (Muskegon, Michigan)

One study found that being active in an organization tends to encourage involvement in the political process and connection to the larger community.²⁶ For policymakers and advocates who are hoping to improve voter turnout and community engagement, creating volunteer opportunities may contribute greatly. For example, volunteer Bob Zucker of St. Johns, Michigan, has been engaged in service opportunities for over 25 years and he highlights his community connection.

I get a chance to return something to the community that has been so good to me over the years.

Bob Zucker, Volunteer, Meals on Wheels Program—Tri-County Office Aging—AAA Region 6 (St. Johns, Michigan)

As Bob noted, volunteers who are involved in civic engagement and service work are more apt to use their skills and passions to improve their community which, in turn, contributes a measurable economic and social impact.

Intergenerational Benefits

As the population of older adults continues to rise, the needs of this group present an opportunity for an intervention at a larger societal level. Such intervention requires participation by all ages. Intergenerational volunteer opportunities provide meaningful and productive service work across the spectrum of age groups from children to teens,

adults, and older adults. These activities include seniors helping at-risk youth, middle-age adults providing transportation to older adults, and teens sharing music with older adults with Alzheimer's disease at a local nursing home.²⁷

Deborah and Terry Tomlinson of Coldwater, Michigan, enthusiastically shared their volunteer experiences. They participate in the Schools of Hope Reading Program—a partnership with United Way of Branch County, Great Start Collaborative, Coldwater Community Schools, and Kiwanis Club of Coldwater, Michigan. Additionally, Terry Tomlinson has spent many years in Boy Scout leadership roles.

You can see the progress a child can make by reading with an adult in just 30 minutes per week.

Deborah Tomlinson, Volunteer (Coldwater, Michigan)

We teach the boy scouts values and direction and they develop confidence.

Terry Tomlinson, Volunteer (Coldwater, Michigan)

The Tomlinsons are past presidents of the Kiwanis Club of Coldwater, Michigan, and are the 2017 Coldwater Area Chamber of Commerce Citizens of the Year.

Findings show that volunteers' initial desire to be committed to social responsibility and the welfare of the needs of others may have first begun when they were raised by their family with such values. The opportunity to be engaged in socially responsible volunteer projects as a child and teen can have a lasting impact on future society. In the Michigan Study of Adolescent Life Transitions, volunteer work among students resulted in less involvement in risky behaviors such as skipping school and using drugs.²⁸ Interweaving volunteer opportunities in schools and through specialty groups is a way to build in this protective factor.

CSA Senior Volunteer of the Year for 2017, 100-year old Gwen Tulk, spoke about her volunteerism. While some of her outlook on volunteer tasks was formalized through her experiences with a larger organizational structure, she noted more informal experiences that were just as valuable in shaping her perspective, such as witnessing her mother's generosity in giving fresh produce to those in need.

My volunteerism originated from my mother. We lived in a small community with people who were poorer than us, and my mother offered vegetables to single mothers and people who were alone.

Gwen Tulk, Volunteer (Kalamazoo, Michigan)

The award-winning senior volunteer, James Feliciano, shared that he, too, started volunteering early in life:

I started in the 70s with the Boy Scouts and in the schools. After I retired, I didn't know what to do with myself and checked into volunteering—and that is when it started. I haven't stopped since. I will have 10,000 hours this year.

James Feliciano, Senior Volunteer of the Year for Marquette in 2017
(Marquette, Michigan)

A Navy Veteran, James Feliciano has raised thousands of dollars and volunteered at the D.J. Jacobetti Home for Veterans in Marquette, Michigan. He also started the “No Veteran Left Alone” Program which has provided support to numerous veterans and their families who are young and disabled.

Such intergenerational activities can reduce social stigma and bridge barriers. In a unique example of an intergenerational volunteer opportunity, Western Michigan graduate students and older adults live together in a retirement community. The assisted living home, Clark on Keller Lake in Grand Rapids, Michigan, houses both older adults and university students who, while living together, learn from each other in the same environment, sharing meals, and socializing for over 30 hours a week. The mutual benefits include gaining empathy, learning new skills, and forming long-term relationships. The study's co-lead faculty member Nancy Hock states:

The residents have the opportunity to interact with younger people. They hear about their lives. They hear about what's happening with them on a daily basis.

Western Michigan Magazine, 2018²⁹

TimeBanking provides another avenue for intergenerational supports for others. Timebanking is defined as follows:

It is about spending an hour doing something for somebody in your community. That hour goes into the TimeBank as a TimeBank hour. Then you have a Time-dollar to spend on having someone doing something for you.

The Michigan Alliance of TimeBanks, 2011³⁰

Kim Hodge, the founder of the Michigan Alliance of TimeBanks, shared insights on the variety of arrangements and relationships that form among all age groups. The concept provides an organized process for members to share in a pay-it-forward skill exchange system where they invest toward a time when they might need some support. Members can draw upon their own accounts created through their time spent serving others. It is

a give-get, and connect, system of sharing. TimeBank exchanges include organizational support, community services, transportation, cooking and foods, and children/youth related services. Further details regarding the TimeBanking initiative and its strong community partnerships can be found at the following link:

<http://pontiacsun.org/>

Bay City, Michigan volunteer, Rich Swartzendruber, has seen the value of intergenerational interactions with members of a local high school's National Honor Society who volunteer to provide fellowship with older adults attending a senior ball. Swartzendruber suggests establishing the importance of volunteerism early in life by having children see volunteers pointed out and acknowledged in their activities and getting them involved in volunteer activities themselves to cement the "volunteer mentality."

Benefits of Effective Organizational Structure to Support Volunteers

The benefits of volunteering are not equal across all disciplines, organizations, or people. Volunteers in organizations that provide benefits including training, activity scheduling, stipends, and the leveraging of skills and experiences, may have better health outcomes. Flexibility to choose activities and schedules, as well as receiving ongoing support through structured organizational assistance, can result in increased commitment and socioeconomic benefits.³¹

Gwen Tulk cites the organizational structure and support as factors that contributed to her 30 years as a volunteer with Meals on Wheels. She notes the programmatic flexibility in scheduling, understanding leadership, and volunteer appreciation as reasons she remained committed to the cause.

In retirement you have a lot of free time and people often think: What can someone do for me? You need to think the opposite: What can I do to help someone else?

Gwen Tulk, Volunteer (Kalamazoo, Michigan)

A strong example of a program that provides the necessary supports and structural processes to engage individual volunteers and the larger community is *Volunteer Canada* <https://volunteer.ca>. This organization supports volunteer program development through resources like the *Canadian Code for Volunteer Involvement (CCVI)* that Volunteer Canada created. The CCVI is a guide for involving volunteers in all levels of an organization, from leaders to direct service providers, with a focus on engagement of a diverse pool of volunteers. The guide outlines the value of volunteer involvement and offers guiding principles that frame the relationship between the volunteer and nonprofit organization. It also sets standards of practice for involving individuals in meaningful ways to ensure successful integration of volunteers while meeting the needs of both the organization and its volunteers. Using such tools helps increase the participation, quality, and diversity of volunteer experiences.³²

From a programmatic level, volunteer organizations need to be open-minded and culturally competent when reviewing their service offerings, schedules, and person-centered approaches to encourage recruitment of diverse populations. Socioeconomic background, ability, age, race, ethnicity, sexual orientation, and religious affiliation may shape a volunteer's experience. Cornelius Wilson of Detroit, Michigan, shared that while he appreciates the awards received during his 25 years of volunteering, he does not volunteer for that purpose. Instead he has empathy for others and truly walks the path with those he serves and counsels:

I do this because at one point I was on the other side of the table.

Cornelius Wilson, Volunteer and the 2018 CSA Senior Volunteer of the Year in Community Leadership (Detroit, Michigan)

His ability to be an advocate comes from his own experience which allows community members to more readily identify with him. Wilson was instrumental in the formation of SAGE Metro Detroit, an organization established in 2015 to build awareness and promote change so that LGBT older adults can age with dignity and authenticity. Wilson's volunteer efforts have had a significant and positive impact on the LGBT community, among African Americans, and among people who have HIV and AIDs.

A University of Pittsburgh study that surveyed 200 volunteers who were aged 50 or older from diverse socioeconomic backgrounds found that the best mental health and socioemotional outcomes came from volunteers who cited adequate training, ongoing support, and flexibility in schedule and choice of activity.³³ Access to transportation, medical insurance, tax incentives from deductions, or reimbursement for mileage may affect volunteers at different socioeconomic backgrounds and thus underscore the importance of organizations to consider providing these benefits, if possible.³⁴ Furthermore, the type of volunteer organization, including whether it is secular or non-secular, may impact volunteer time and benefits.³⁵

Researchers found conflicting data about whether more hours or a higher level of engagement across multiple organizations provided a greater benefit, when compared to less involvement. For instance, one study of hospital volunteers over age 62 who volunteered more than 500 hours a year found that active volunteers experienced strain and burnout and reduced contentment over the course of a year.³⁶ Volunteers and organizations that use volunteers should carefully consider whether one's volunteer experience will be stressful or restorative to ensure the most benefit for everyone involved. Therefore, organizations should carefully structure opportunities to match the individual volunteer's level of experience, needs, and goals to garner the best results.

The Benefits of Volunteering–Summary

Volunteering provides many benefits for an individual's mental, physical, and emotional health. The ability to positively impact someone's life by sharing one's own passions, creativity, or vision can be a renewing experience.³⁷ Besides the positive feeling volunteering provides, sometimes known as the "givers' high," contributing one's time and talents pays off through social benefits to others. Volunteering is a powerful experience that impacts the volunteer, individuals, families, communities, institutions, and society as a whole with both social and economic benefits.

Volunteer Opportunities

Volunteer opportunities in Michigan are plentiful. Many organizations and online portals can match individuals who want to volunteer with volunteer opportunities. For the purposes of this report, the State Advisory Council on Aging (SAC) considered nonprofit organizations that focus on issues and causes of interest to older adults, basing its research on SAC members' own volunteer experiences. The following list of organizations and types of volunteer opportunities is not exhaustive, but it does offer a starting point for exploration.

Directory of Volunteer Opportunities – A directory of volunteer opportunities is listed to help connect people with volunteer opportunities. (See [Directory](#)). We have included volunteer opportunities such as food banks, Meals on Wheels, and Habitat for Humanity, as well as other organizations that may not immediately come to mind. The directory includes links to volunteer match websites, which can be a one-stop way to learn about organizations and volunteer positions in your community. Sections spotlight opportunities such as working with youth, helping with animals, or joining a faith-based volunteer organization. We also highlight ways people can participate and make a difference from their homes.

Our directory is not meant to be all-inclusive. It provides examples and may spark ideas about how people can reach out to organizations in their own communities.

American Red Cross – When people think of the American Red Cross, they picture blood drives and disaster relief for communities struck by hurricanes, tornadoes, or floods. However, there are opportunities ranging from disaster relief across the country and across the world to helping people in our own communities. People can volunteer to teach health and safety or babysitting courses. They can assist individuals and families in their community who have experienced a fire or other disaster. Volunteers may use their language skills to translate. They can also work on fundraising by helping with special events, writing grants, providing first aid team services at events, or making phone calls to thank donors. For information about volunteering, see <http://www.redcross.org/local/michigan/volunteer>

Animals – For individuals who are passionate about animals, there are many ways to assist the local Humane Society, animal welfare groups, or rescue organizations. To help care for animals and help socialize rescued animals, organizations are always in need of foster caregivers. People can work directly with animals by walking dogs, socializing cats, cleaning kennels, and working at adoption centers and adoption events. Volunteers can also collect donations, create flyers, write articles, assist with office work, or help at special events.

Community – National and local organizations provide a variety of ways people can volunteer in their own communities. Many of these programs have volunteer positions that work directly with people as well as behind-the-scenes opportunities. Meals on Wheels https://www.michigan.gov/mdhhs/0,5885,7-339-71547_7774-13181--,00.html

and the Food Bank Council of Michigan <https://www.fbcmich.org/> have programs in communities across the state that depend on volunteers to help them provide meals to people who otherwise may go without adequate nutrition. In addition to traditional building projects, Habitat for Humanity also offers programs designed to encourage participation by women, veterans, and youth. There's even a program that allows people to travel and build in more than 40 nations. <http://www.habitatmichigan.org/> The Michigan Volunteer Registry is part of a national emergency-preparedness database of volunteers who can serve at a moment's notice, within their state or across state lines, to provide needed help during an emergency. It is used to register, notify, and inform any type of individual willing to volunteer in a public health or medical event. <https://www.mivolunteerregistry.org>

Environment – For people who want to take an active role in the protection and conservation of the environment or for those who enjoy working outdoors, many organizations are searching for volunteers. Those who want to take a hands-on approach can help clear trash, remove invasive plants species, collect seeds, or work to maintain trails. Some organizations seek volunteers to collect and sort bugs, collect waters samples, or share their expertise in animal or plant identification. While others are looking for volunteers to work with children both in the classroom and out-of-doors, work in the office, work on special events, or loan their special skills with photography and design.

Faith-Based – Faith-based organizations often depend on volunteers to help the organization and its members thrive. In addition to local faith-based organizations, there are national organizations that can connect volunteers with opportunities throughout the country and all over the world. For example, the Catholic Volunteer Network <https://www.catholicvolunteernetwork.org/> has a directory of nearly 200 programs. The United Muslim Relief <https://umrelief.org/> has a national network of volunteers, as well as recruiting professionals for international deployments. The Jewish Federations of North America is composed of local federations that offer numerous volunteer opportunities. <https://jewishfederations.org/federation-finder>

Hospice of Michigan – Hospice of Michigan calls on individuals with a variety of skills to work one-on-one with patients, families, or caregivers, assist with outreach in the community, or help in the office. Pet owners can bring their pets to facilities or patients' homes for visits. Licensed massage therapists, cosmetologists, and barbers can use their skills to improve comfort and quality of life. Artists of all types, including writers, photographers, portrait artists, musicians, seamstresses and seamsters, and card makers, can share their skills to help patients and loved ones. <https://www.hom.org/>

Hospitals – Large and small hospitals utilize volunteers in a variety of ways. We heard from experts from two different hospitals who told us about opportunities within their facilities that extend beyond people's first thoughts about hospital volunteers. Volunteers can work as greeters or escorts, work in the gift shop, and provide clerical support. They provide support in emergency units by offering to get water, coffee, or blankets for families. Volunteers may interact directly with patients by visiting, offering

spiritual care, or pet therapy. Trained “parent partners” can provide support to new parents or to act as “cuddlers” in Neonatal Intensive Care Units. People can even volunteer from home by collecting books and magazines or making handmade items, such as baby hats, baby blankets, walker bags, or memory boxes.

Political – Like many other organizations, political parties depend on volunteers to help communicate their position about issues and candidates. Volunteers do various activities such as campaigning door-to-door, making phone calls, attending or organizing events, writing letters to the editor, sharing via social media, or assisting in election day operations. In addition to specific political parties, advocacy and other special groups and organizations need volunteers to help relay their message to political candidates and government officials.

Older Adults Advocacy – Over the years, many Michigan volunteers have advocated locally, statewide, and nationally on behalf of older adults to improve their quality of life as they age. They volunteer locally on senior advocates’ councils through their local Area Agencies on Aging (AAA), with community partners including commissions on aging, home care agencies, and others. Many councils send representatives to serve on state and national advocacy organizations including the Michigan Senior Advocates Council, the Silver Key Coalition, and American Association of Retired Persons.

- The Michigan Senior Advocates Council (MSAC) is an action team of senior leaders who have a major impact on the lives of older Michiganians. Started in 1977 by the Area Agencies on Aging Association, MSAC has generated thousands of letters, petitions, phone calls, emails, and face-to-face contacts with legislators and other state officials. Their advocacy has paid rich dividends. For example, over the past few years, they have advocated for reducing the waiting lists for home and community-based services and home-delivered meals.
www.miseniors.net
- The Silver Key Coalition is a group of individuals and organizations committed to supporting the desire of older adults and adults with a disability to remain living at home for as long as possible. The Coalition recognizes that having a key to one's home is one of the most important quality of life elements, and advocates for an increase in state supported in-home services provided through the Michigan Aging and Adult Services Agency (AASA). The Coalition’s goal is to deliver on the promise to make Michigan a "no wait state" for in-home services by eliminating underserving and fully addressing unmet needs with increased state funding for AASA in-home services. www.silverkeycoalition.com
- The American Association of Retired Persons (AARP) advocates on behalf of older adults 50+ and their families on important issues. Access to health care, broadband, and affordable utilities are among high-priority items in the 2018 AARP Michigan State Legislative Agenda. The list also includes fighting fraud, abuse, and financial exploitation and supporting veterans and age-friendly communities. Each year, AARP Michigan publishes a state legislative agenda,

which is shared with State Representatives and Senators, the Governor, AARP members and volunteers, and the public. <https://states.aarp.org/2018-aarp-michigan-state-legislative-agenda-covers-issues-that-matter-most-to-michigan-families/>

Professional Services – Most professions and occupations offer opportunities for their members to volunteer their services. For example, in many communities there are opportunities for lawyers and other legal professionals to offer their skills pro bono. Free legal clinics provide advice and assistance to low-income and senior residents. Some organizations specialize in specific areas, such as immigration law, domestic violence, identity theft, family law, or expungement.

The Michigan Long Term Care Ombudsman Program (MLTCOP) – MLTCOP <http://mltcop.org/> strives to improve the quality of care and quality of life by advocating for seniors and adults with disabilities in nursing homes, homes for the aged, and adult foster care homes. In 2017, the MLTCOP had 32 volunteers across the state who collectively provided 9,086 hours of services. For National Volunteer Week in April, volunteers received an MLTCOP “Certificate of Appreciation” for their time and commitment along with recognition by the local ombudsman program.

MLTCOP believes in providing the best training possible to all volunteers, guiding and mentoring through the initial training and throughout their commitment as a volunteer. Volunteers receive classroom and on-the-job training to provide them with the information and skills necessary to perform their Volunteer Ombudsman assignment. The training consists of 16 hours. The state MLTCOP office staff provides 8 hours of classroom training on

1. History and Role of the Ombudsman
2. Ethics
3. Defining Long Term Care Facilities
4. The Structure of Nursing Homes
5. The Aging Process
6. The Problem-Solving Process: Investigation
7. Resident Rights: Federal and State Rules, Laws, and Regulations
8. The Problem-Solving Process: Resolution
9. Resident and Family Councils

Each volunteer is paired with a Local Ombudsman who will provide on-the-job orientation and mentoring. A minimum of 8 hours of mentoring is provided during on-site visits, focusing on

1. Abuse, Neglect, and Exploitation
2. Statement of Deficiencies
3. Facility Characteristics and Dynamics

In September of 2017, the MLTCOP provided continuing education training for all volunteers and paid ombudsmen across the state. SAC member Chuck Corwin serves as a MLTCOP volunteer and shared his thoughts:

I joined the Long Term Care Volunteer Ombudsman program over two years ago to help nursing home residents make sure they are getting the care they need and are being treated with respect. Many nursing home residents are unaware they retain and are guaranteed many personal and legal rights. I assist them in knowing and exercising those rights through education and being their advocate on issues they may be having in their care and treatment.

Charles Corwin, SAC Member (Prudenville, Michigan)

Veterans – Many organizations, such as Volunteers of America, have programs <https://www.voami.org/veterans> specifically designed to serve veterans. In addition to community organizations, the U.S. Department of Veterans Affairs also seeks volunteers to assist veterans in many capacities. Positions can range from donation collection to participating in recreational activities with veterans in facilities or being a volunteer driver. Veterans and non-veterans can assist in VA medical facilities and care homes with the following: assisting with paperwork, helping patients with mobility issues enjoy a meal, or baking cookies for people living in long-term care facilities. Organizations actively seek veterans to reach out to other veterans because of the trust and bonding that is established by shared military service.

Volunteering for and by Older Adults – There are many opportunities to volunteer for as well as by older adults within Michigan's strong aging network, from serving on local commissions/councils on aging, senior advocacy councils, and senior centers, to state commissions, councils, and coalitions. They include the governor-appointed Michigan Commission on Services to the Aging (CSA), the CSA-appointed State Advisory Council on Aging, the Michigan Senior Advocacy Council, and the Silver Key Coalition. The links to these opportunities can be found in the [Directory of Volunteer Opportunities](#).

Volunteering from Home – When people think of volunteering, many times they think of activities taking place in their community. For others though, leaving the house or being in public places can be difficult, if not impossible. For those interested in working on a cause they're passionate about or those who just want to keep busy, there are still ways to volunteer.

Bethene Robinson, a past RSVP volunteer from the Upper Peninsula needlepointed "Mug Rugs" (coasters) for nursing home residents and volunteer appreciation gifts. Making these coasters gave her a reason to get up every day.

CSA Iron Mountain, Michigan Public Hearing Minutes, 7/21/2017

Organizations need writers to compose letters to the editor, write articles, create advertisements, design flyers, or proofread documents. Many organizations are looking for people to spread the word about their activities through various social media platforms. Card makers can create cards for patients in hospitals, nursing homes, or hospice care. These cards can be given to the patients or provided to be given to loved ones. Hospitals need the skills of seamstresses or seamsters to make blankets for newborns, hats for cancer patients, walker bags, and “surgery buddies.” Homeless shelters may need handmade fleece blankets, hats, or scarves to distribute. Animal rescue organizations can use a variety of handmade items, from fleece blankets to vests for dogs to wear at adoption events. Organizations may post patterns for volunteers to use on their websites. Crafters can sell or donate their items to sales or silent auctions to raise money for their cause.

Youth – In addition to volunteering with local schools, there are many other ways a person can work with children and young adults. Volunteers can be advocates for children who have been abused or neglected and assist in various ways until the child is placed in a safe, permanent home. Children’s hospitals need volunteers to interact with children, including playing with them, reading to them, or bringing pets to visit. Other opportunities include mentoring, being a troop leader, or participating in a big brother/sister program.

Volunteer Self-Assessment

The potential volunteer should learn as much as possible about a volunteer position before making a commitment. Not every volunteer position is a good fit for every potential volunteer. Volunteers need to know about time commitments, driving requirements, or travel needs. If the volunteer lacks the skills required for the position, is the organization willing to train them? The volunteer also needs to know if a license or certification is required to participate. If the volunteer has health issues, will they be able to work in a safe environment? A full exploration of these questions can help ensure a good fit for both the organization and the volunteer. Here is a list of sample questions:

Questions to Ask Before Committing to Volunteer

1. Location
 - Can I do this from home?
 - Can I get to the work location easily and safely?
2. Time Commitment
 - How many hours a week is this role?
 - What is the duration of this commitment?
3. Travel
 - Do I need to drive for this?
 - Will overnight travel be required?
4. Training
 - Are any special skills required?
 - Will training be provided?
 - Is licensing/certification required?
5. Technology
 - Are computer skills necessary?
 - Is more than just basic computer proficiency required?
 - What computer programs will I be using?
6. Health Concerns
 - How much walking/standing will be involved?
 - Will I be able to get out of the heat/cold if necessary?
 - Will I be required to work with or around chemicals?
 - Will I be required to work with or around power tools or machinery?
 - Will I be required to work with or around other allergens?
7. Financial Considerations
 - Are there financial costs for driving to the volunteer site(s)?
 - Will I need to become a member of the volunteer organization and pay dues/fees?

Recruitment Techniques

In many organizations, recruiting volunteers is just as necessary as acquiring monetary donations, and volunteer recruitment can be even more challenging than fundraising. Organizations may be looking for volunteers with specific skills. Volunteers can be selective as well, looking for opportunities that are especially relevant to their individual interests. Both nonprofits and for-profit organizations compete for volunteers. Given this competitive environment, understanding volunteer recruitment strategies and techniques is key to any organization's success.

Managing volunteers is very different than managing staff because they aren't paid to be there. They participate because of their passion and commitment to the mission, but it's our job to make sure they feel special and let them know how much their work matters to the organization. It is incredibly rewarding to work with volunteers because of how much they care.

Ali Brieske, Development Coordinator, Alzheimer's Association
Colorado Chapter

Developing a Recruitment Strategy

A successful volunteer recruitment strategy has many steps. The more carefully an organization works through each step, the more successful the recruitment strategy will be. Organizations must first assess the need for volunteers and how they can provide needed services. The Center for Community Health and Development at the University of Kansas has developed a "community tool box" with useful information on working with volunteers.³⁸ The Center recommends that an organization should

1. Determine community makeup, including schools, faith-based organizations, businesses, organizations, and clubs and groups, to understand who is available to volunteer.
2. Compile the demographics of current volunteers, why they volunteer, and how they are recruited.
3. Define target groups to recruit and identify specific people within each target group. Make sure you include diversity in your strategy.
4. Outline a specific strategy to recruit both the target groups and the individuals within the groups. The best way to recruit volunteers is through personal contact.
5. Develop strategies that will help potential volunteers commit to the organization, through contact with the organization and current volunteers. Use personal contact including letters.
6. Show that the organization takes volunteering seriously, with position descriptions, volunteer contracts, supervision and training, and volunteer appreciation activities.
7. Implement the strategy.
8. Evaluate the strategy.

Writing a Recruitment Plan

Much of the work in recruiting volunteers takes place before a recruiting drive begins. A written recruitment plan is key to successful volunteer recruitment. A plan should be developed and written down before the start of the recruitment process, and it should include task assignments and deadlines. When developing a plan, consider these best practices:

1. Personally, ask people to volunteer. A direct person-to-person ask is the most successful way to recruit volunteers.
2. Make a list of potential volunteers from suggestions by your board and employees and ask those people to volunteer.
3. Manage volunteers like employees, giving feedback and rewards.
4. Continue contact with an individual, even if the first response is “no” to volunteering.
5. Don’t fill a volunteer position if you don’t have the right person.
6. Recruit individuals who want to work.
7. Give the volunteer position a title to reflect the duties.³⁹

When developing a volunteer recruitment plan, avoid these pitfalls:

1. Expecting that announcements will get volunteers. Many people wait until asked personally.
2. Trying to recruit volunteers by yourself. Create a recruiting task force to brainstorm possible candidates to fill vacancies. Try partnering with other organizations to recruit from their members.
3. Recruiting only for a short-term project team, rather than recruiting for a lifelong commitment.
4. Assuming the “no” means the person doesn’t want to volunteer. The person may want to fill another position or may volunteer at another time.
5. Filling a vacancy with anyone available, rather than leaving the position vacant until the right fit is found.
6. Not being clear about how a volunteer position will help accomplish an organization’s mission, and the specific tasks that need to be done.
7. Giving a position the wrong title so people with the wrong skills and wrong expectations fill the position.
8. Having staff who are unwilling to train and supervise the volunteers.⁴⁰

The best way of recruiting people and the best way of raising funds from people are identical; have one of their friends go up to them and ask them. Organize your board and your members to buttonhole five people each. Ask your existing volunteers to chase their friends.

Our Community Pty Ltd⁴¹

Appealing to Your Audience

By understanding its audience, an organization can offer opportunities that meet the volunteers' skill sets and schedules. The Case Foundation's "The Millennial Impact Report 2017, Phase 2" lists three ways to get volunteers excited about volunteering. Although the research targets millennials, the suggestions apply to everyone:

1. Ask volunteers to post about their experience on social media to encourage others to join in on the fun.
2. Share the results of each opportunity directly with volunteers and on social media.
3. Choose times for volunteer activities that work best for most of your audience. Survey past volunteers to figure out the times that work best for the majority.⁴²

The benefits of volunteering should be emphasized in personal contact with potential volunteers as well as in social media, video, and printed material. One of the known benefits of community volunteering is that it strengthens the connection to one's community, making for a better place to work, worship, and play. Dedication time as a volunteer creates new friendships, expands your social network, and boosts social skills. Volunteering can open the door to learning new skills, including working in a team, problem solving, project planning, and task management. Volunteering can help take a person's mind off their own worries, keep them mentally stimulated, and add more zest to their lives. Volunteers say that helping others gives them a good feeling inside, something that researchers call a "helpers high."

Resources for Volunteer Recruitment

Many nonprofit and governmental organizations provide resources for recruiting volunteers. The Corporation for National and Community Service (CNCS) provides volunteer resources and programs to states, including Michigan, through the Michigan Community Service Commission (MCSC) and Michigan's Aging and Adult Services Agency (AASA). MCSC <https://www.michigan.gov/mcsc> is the state's lead agency on volunteerism. Since its inception in 1991, the MCSC has promoted service as a strategy to address Michigan's greatest challenges and to provide a vision and resources to strengthen communities through volunteerism. It connects individuals and organizations to ideas and resources, and uses Michigan's AmeriCorps, Mentor Michigan, Volunteer Michigan, and the Governor's Service Awards programs to achieve just that. Michigan's AmeriCorps pairs members with nonprofits, public agencies and faith-based and community organizations to help them tackle social challenges. Michigan's AmeriCorps website:

<https://www.michigan.gov/mcsc/0,4608,7-137-8074---,00.html>.

- **Corporation for National and Community Service (CNCS)**
CNCS provides resources and tools in the manuals developed for the Senior Corps as well as AmeriCorps programs. There are operations handbooks available online that are easy to follow for developing and implementing these programs. They are used by the Michigan Senior Corps programs.

<https://www.nationalservice.gov/operations-handbook-appendices>

- **Senior Corps Program–Retired Senior Volunteer Program (RSVP)**
The RSVP’s mission is to enrich the lives of those aged 55 and older by supporting their involvement in meaningful volunteer opportunities in the nonprofit community. Volunteers are matched according to their skills, interests, and time available with volunteer opportunities in nonprofit public agencies and schools. Local RSVP programs are another option for recruiting volunteers, as they can recruit on a short-term basis for 501(c)(3) agencies and proprietary health care facilities such as nursing homes or hospitals. Note that services are not available to private businesses such as for-profit day care centers. As an example, the Marquette County website describes RSVP activities in Marquette County.
[http://www.co.marquette.mi.us/departments/aging_services/rsvp_\(retired_senior_volunteer_program\).php#.WyfBKPZFzIU](http://www.co.marquette.mi.us/departments/aging_services/rsvp_(retired_senior_volunteer_program).php#.WyfBKPZFzIU)

Volunteer Portals

Organizations can turn to national and regional online matching to find qualified volunteers. There are many online tools and websites for volunteer recruitment. For example, the United Way website allows users to narrow search by the type of position they would like to hold. AARP maintains the “Create the Good” website, which sorts volunteer opportunities by location and the amount of time required, giving busy people access to more flexible and wide-ranging volunteer options. Use of such online tools should be considered when developing a recruitment plan.

- **AllForGood.org**, a service of the Points of Light Foundation, is a national database for volunteer opportunities. This tool pulls volunteer opportunities from various sources into one convenient spot. It is searchable by city and a keyword reflecting your volunteer interests. A nonprofit can register on the site, publicize volunteer opportunities, and manage volunteer sign-ups. Michigan’s Community Service Commission links to this portal, as does State Farm’s Neighborhood of Good. <https://neighborhoodofgood.statefarm.com/> program
<https://www.allforgood.org/>
- **CreatetheGood.org** is the AARP portal for volunteer opportunities. CreatetheGood.org was developed by the AARP to connect people with activities and opportunities where they can apply their experience and skills. Currently, the website advertises over 7,000 volunteer opportunities. There is no cost to post, manage, and access volunteer opportunities. <http://www.createthegood.org>
- **The United Way** website allows you to search for volunteer opportunities near you. You can browse for volunteer opportunities by skills required, category of organization, and type of activity. Its results are powered by AllforGood.org. <https://www.unitedway.org/get-involved/volunteer/#>
- **Volunteermatch.org** is a nonprofit organization providing software to help match volunteers to service opportunities on both national and international levels.

Organizations can open an account as a means of volunteer recruitment and engagement. Basic accounts are free while fees are charged for premium accounts with extra services. It also provides a web-based learning center. <https://www.volunteermatch.org/nonprofits>

Social Media and Websites as a Recruiting Tool

Social media channels provide an excellent way to connect with potential volunteers and to publicize volunteer opportunities. An organization should become familiar with different social media channels and include social media as a key part of the recruitment strategy. Amanda Reel, the Community Impact and Volunteer Center Manager, United Way of Washtenaw County, uses social media extensively, and discussed ways social media is used in her organization's recruiting strategy. Her suggestions include the following:

1. It is very time-consuming to use all available social media channels. Poll current volunteers and ask them to establish a baseline, including which channels they use, how often, and the way in which the channels are used. Current social media channels include Twitter, Instagram, Facebook, and Snapchat. However, media platforms and their features and popularity change frequently.
2. Ask current volunteers to help create postings for the channels that they use.
3. Instagram is all image-based – pictures/photos and a bit of information added as a caption. Use Instagram to create a graphic with information about the volunteer role.
4. Facebook posts may have a significant reach, with the use of ads. Facebook ads are very simple and affordable and can target age groups and communities.
5. Snapchat can be used to post ads as an advertising option.
6. Your organization's website is a key part of your recruiting strategy. Refresh the website content frequently. Make it easy for volunteers to find both your organization and your volunteer roles.
7. Make sure to include a clear call to action in red print, that is not too far down within the website.
8. Include testimonials written by current or past volunteers in social media postings, especially on the website.

There are many useful articles online that give advice on social media. An online marketing company, Constant Contact, has blogged about the use of social media in recruiting volunteers. The blog gives this advice: Engage the audience with compelling content, photos and videos. Create an interaction with the reader. Use humor. Share news. Educate the audience. Invite followers to events. Share links to volunteer opportunities with your followers. Talk about the impact of the organization and use statistics to keep followers informed of progress.⁴³

Organizations should examine how their own websites can be used as a recruiting tool. Websites can showcase volunteer opportunities and allow individuals to sign up to volunteer online. Many companies that provide nonprofit marketing software and services write blogs and provide information resources that can spark ideas about using websites in volunteer recruitment. For examples of blog posts and articles about nonprofit websites, see the following:

<https://wiredimpact.com/blog/post-volunteer-opportunities-organizations-website/>
<https://www.techsoup.org/support/articles-and-how-tos/tips-for-designing-or-redesigning-a-nonprofit-website>
<https://www.thebalancesmb.com/content-ideas-for-nonprofit-website-2502397>
<https://npengage.com/advocacy/creating-the-perfect-volunteer-recruitment-page/>

LinkedIn for Good is a service of the professional networking and job site LinkedIn. It helps nonprofits find employees, donors, board members, and volunteers. There may be a cost associated with services. <https://linkedinfoorgood.linkedin.com/en-us>

The Corporate Role in Recruitment

Many businesses and corporations support volunteer activities by their employees. Nonprofit organizations should consider reaching out to corporate leaders in their communities to explore partnerships. One example is the Alzheimer's Association, which has a large corporate affiliation. Business involvement is critical to their success. Many chapters of the organization have a volunteer coordinator who reaches out to businesses for volunteers. How they find volunteers varies. Some corporate employees have a family member or friend with Alzheimer's and feel driven to volunteer. Other corporate employees contribute through their company's "day of pay" program which allows them to donate to the charity of the volunteer's choice. Volunteers can perform services in a variety of areas such as handling phone calls or recruitment calls, performing data entry, helping plan the annual fundraising walk or organize their own fund raisers. Visit the website of the Alzheimer's Association Michigan Great Lakes Chapter to learn more about their partnerships with the corporate community: <https://www.alz.org/mglc>.

The Dow Chemical Company is an example of an on-going corporate relationship with a nonprofit organization, Habitat for Humanity. The relationship began as an employee-led grassroots effort, and now is a major service initiative. Dow's support includes house sponsorship, product donation, and employee volunteer work crews at builds. Visit Dow's Habitat internet site for more information:

<https://www.dow.com/en-us/science-and-sustainability/global-citizenship/community-well-being/habitat-for-humanity> Dow Chemical.

Collegiate and Alumni Fraternities and Sororities

Another source of volunteers is the fraternity and sorority (Greek) community, which includes both honor and social organizations. SAC members who are active in their fraternities and sororities emphasize that this volunteerism extends beyond the college years into local communities with active and alumni chapters. There are over nine million Greek members nationally providing service to various charitable causes. The

Greek system is one of the largest networks of volunteers in the country. All fraternity and sorority members must participate in civic engagement to make a positive impact on communities including philanthropic fundraising. Nonprofit organizations could explore a partnership with a fraternity or sorority for a short-term project such as a fundraiser, or for an on-going volunteer commitment, such as serving as mentors or tutors.

Examples of Volunteer Recruiting Programs

The SAC had the opportunity to learn about two volunteer recruiting programs in greater depth. Senior Services of Southwest Michigan, (Kalamazoo, Michigan) uses a variety of methods in its recruitment strategy. They use experienced writers to post and publish stories. They include quotes from current volunteers to help people relate to the volunteering and perhaps see themselves as a volunteer. They distribute impact fact sheets showing the difference their services, programs, and volunteers make in the community. Senior Services recruits at community events. They keep materials at a minimum but have applications available. They have used sticky notes, pens, and rubber grippers as giveaway items for promotion and agency branding. (Tracie Wheeler, Volunteer Services Manager and Retired and Senior Volunteer Program (RSVP) Director (Kalamazoo and Calhoun counties)—Senior Services of Southwest Michigan, Inc., Kalamazoo, Michigan)

Angela Hospice reaches out to a very specific group as part of their volunteer program. Volunteers are recruited from family members who have had a loved one received into hospice care. The hospice website is a model of specificity. It contains very detailed expectations of volunteers as well as skills needed. The organization's seven-week volunteer training program is clearly described. <https://angelahospice.org/>

Position Descriptions

Ultimately, your volunteer position description is paramount to your recruitment success. People are not going to sign up without having the details of the role. People need to know the hours and duties involved in the volunteer opportunity.

Amanda Reel, Community Impact and Volunteer Center Manager, United Way of Washtenaw County, Michigan

The importance of accurate volunteer position descriptions was emphasized by experts interviewed by the SAC. Tracie Wheeler, Senior Services of Southwest Michigan outlined key steps in developing a volunteer description:

1. Provide a position description that describes the organization and its mission statement along with what the position is, its location, its title, and how it will help people.
2. Describe who will supervise the volunteer, and what training will be provided.

3. Include what skills are needed, the time commitment required, and any restrictions. Indicate if background checks are needed.
4. Describe the benefits of the position. Benefits can be tangible, such as mileage reimbursement, or intangible.
5. Clearly communicate what the responsibilities and tasks are to set expectations and avoid misconceptions. Be sure to communicate if the role can be completed by one person or can be shared by more than one volunteer and the time commitment, that is, if there is a certain time or certain day required for the role, or if the schedule is flexible.
6. Ask current volunteers to help with drafting the position description.

Background Checks and Safety

Part of successful volunteer recruitment is making sure that individuals who are recruited do not pose a safety concern. Conducting background checks on potential volunteers is often a requirement for programs. When recruiting for volunteer positions, organizations need to confirm background checks for specific volunteer positions.

Organizations should be aware that individuals might be discouraged from volunteering because of their perception that a background check might prevent them from doing any type of volunteer work with an organization. When developing a recruitment plan, organizations need to be thoughtful about the use of background checks for each volunteer position, and the type of background check needed.

The organization can cover the cost, or the volunteer can be asked to pay the full cost or part of the cost. A list of resources for background checks, including free or low-cost options, follows:

Minimal Cost Background Check Resources:

- Internet Criminal History Access Tool (ICHAT) is accessed through the Michigan State Police and provides all arrest and citation records in Michigan. Cost per background check is \$10 for for-profit organizations and no cost for nonprofit organizations. <https://apps.michigan.gov/Home/Index>
- Michigan Workforce Background Check provides fingerprint background checks for volunteers whose work involves direct access or provides direct services to a patient or resident in a nursing home, county medical care facility, hospice, hospital that provides swing bed services, inpatient psychiatric hospital or unit, certified home health agency, home for the aged or adult foster care. Current cost is \$50.25 per background check. <https://miltcpartnership.org>

Free Background Checks:

- Offender Tracking Information System (OTIS) offers the public a way to verify someone's background through the Michigan Department of Corrections (MDOC), Michigan Courts, the Michigan State Police or other law enforcement agencies. <https://mdocweb.state.mi.us/otis2/otis2.aspx>

- Office of Inspector General (OIG) List of Excluded Individuals and Entities (LEIE) identifies if a volunteer has been charged with Medicare or Medicaid fraud. <https://exclusions.oig.hhs.gov/>
- Office of Foreign Assets Control (OFAC) provides notice of individuals identified as terrorist, international narcotics traffickers, those engaged in activities related to the proliferation of weapons of mass destruction, and other threats to the national security, foreign policy, or economy of the United States. <https://sanctionssearch.ofac.treas.gov/>
- System for Award Management (SAM/GSA) identifies all individuals who are not eligible to work where government funding is in place. <https://www.sam.gov>
- National Sex Offender Search Public Website (NSOPW) identifies all individuals who are on the National Sex Offender list (covers all states). <https://www.nsopw.gov>
- Michigan Sex Offender Registry identifies individuals who are on the Michigan Sex Offender Registry. https://www.michigan.gov/msp/0,4643,7-123-1878_24961---,00.html

Commercial Background Checks for a Fee:

- Commercial organizations such as Verified Volunteers conduct background checks for a fee. <https://www.verifiedvolunteers.com/>

The Challenge of Recruitment–Summary

Susan Ellis, Energize, Inc., an expert in the field of volunteer management, sums up the challenge of finding volunteers. She writes:

Divorce, single parenthood, and caregiving to aging parents are only a few factors to which successful volunteer programs will adapt. Volunteer opportunities that respect people's limited time, welcome children to come along, and meet the social needs of adults to make new friends of both sexes (not to mention safer ways to meet a potential date!) will be the ones that attract today's volunteers.

Susan Ellis, "Developing A Plan for Involving Volunteers"⁴⁴

Finding qualified, motivated volunteers is not an easy task. However, with a clear mission, careful planning, constant communication, and realistic goal setting, volunteers will respond to your volunteer recruitment message and enjoy volunteering with your organization.

Retention Strategies

Retaining volunteers is an important component in the successful operation of any organization. Your organization's ability to attract new volunteers and other resources depends on your reputation as an organization that nurtures and appreciates volunteers. A fully-developed volunteer retention plan has many similarities to an employee retention plan created for a business. The first step in developing a plan is to identify clearly the role of the volunteer coordinator who will develop effective volunteer policies, position descriptions, and volunteer orientations. To enhance retention, an organization should take into account a person's motivation for volunteering and match assignments with a volunteer's skills. Training and continuing education must be provided. Finally, the most important part of a volunteer retention plan is an organization's commitment to appreciate, thank, and value volunteers regularly. These retention strategies are described in more detail below⁴⁵. Additionally, see the [Checklist of Successful Volunteer Retention Strategies](#).

Volunteerism lives at the heart of what you treasure and believe deeply about. To have the motivation of giving back to your community is the spirit where vital, productive relationships need to be embraced. There are many ways to approach volunteerism in Indian Country and we can respect our elders by giving back to our communities. Through these efforts, we can see how new ideas and succession planning in any government or nonprofit agency can benefit by attracting and retaining volunteers.

Frank Cloutier, Secretary, Saginaw Chippewa Indian Tribal Council.
(Saginaw, Michigan)

Volunteer Administrator/Coordinator Position

Exercising good management practices is an essential component of any strategy designed to improve volunteer retention. The SAC interviewed two experts in volunteer engagement and learned about the important role of the volunteer administrator/coordinator. Jason Frenzel, Certified Volunteer Administrator of the Huron River Watershed Council (HRWC) in Ann Arbor, Michigan, and the National Association of Leaders in Volunteer Engagement (ALIVE) stated that "Properly setting up, organizing, and managing a volunteer organization has as much to do with volunteer retention as does forming a relationship with volunteers." Effective management of volunteer staff cannot be an afterthought. The leadership provided by the volunteer administrator/coordinator is key including keeping in mind what motivates volunteers, what interests them, and what turns them away. "Why do volunteers keep coming back, or why do they leave?" Remember that volunteers have the choice to engage or not to engage with any organization. Altruism, not money, attracts volunteers and they value intrinsic rewards, such as friendship and community. Volunteers are just as valuable an asset as paid employees, but they cannot be managed successfully using the same

strategies. Without understanding that volunteers have different motivations, you may manage your volunteers right out the door!

Effective coordinators need strong management skills to run volunteer programs and sustain volunteer engagement. If the coordinator is managing a significant number of volunteers, the volunteer administrator/coordinator should be included in the ranks of upper management. Volunteer coordinators may consider becoming certified like Jason Frenzel by the Council for Certification in Volunteer Administration (CCVA). CCVA's certification process offers best practice models to volunteer coordinators who have worked in this capacity for three years, spending at least 30 percent of their time working with volunteers. According to CCVA, to be a strong practitioner, strong ethics are important to ensure that ethical decisions are made and information about this is covered in the certification program. How to set up programs, operational management, volunteer motivation, recognition, sustained engagement, and meeting management are also important factors. Volunteer administrators/coordinators may also choose to join their local professional association or ALIVE, which provides a wider support network for professionally leading volunteers.

Our volunteers need to know that staff/volunteer coordinators care and are interested in their desires and concerns.

Peggy Harless, Former Director, Retired Senior and Volunteer Program (RSVP), Catholic Social Services of Washtenaw County, Michigan

Volunteer Policies, Position Descriptions, and Orientation

Volunteer position descriptions, the volunteer policy manual, and orientation should be viewed as part of the effective open communications that successful organizations implement. As part of this open communication, these written materials should emphasize the organization's mission.

Detailed volunteer position descriptions, as discussed previously, explain the specific responsibilities, chain of command, tasks involved, and how the volunteer is expected to accomplish the role. Clarity of responsibility is important, and organizations should provide this clarity by documenting and implementing clear volunteer policies and procedures. Volunteer manuals should explain the hours expected, give contact numbers within the organization, include basic office policies, and emphasize the organization's commitment to making the volunteer's time beneficial to both themselves and the community. Organizations should use orientations to explain company policies and procedures, give facility tours, meet staff, and open the continuing dialogue between the organization and the volunteer.

Matching Skills to Volunteer Assignments

Unlike paid employees, volunteers have the choice of whether to spend their time assisting the organization to succeed. Matching a person's skills to a volunteer assignment is key to retention. An initial interview should be conducted, during which the volunteer coordinator gathers as much background information during the interview as possible for later use in matching the skills of volunteers to the assignments or tasks

at hand. Organizing this data means having data gathering instruments and filing systems, whether manual or automated. Assigning tasks to a volunteer who is not trained or not interested is a sure way to lose that volunteer.

It is important to note that there are differences between how and why older adults and younger adults volunteer. For example, millennials, who often have competing work, school, and family responsibilities, may be less interested in long-term commitments and prefer project-oriented tasks. Jason Frenzel, HRWC has learned that people tend to volunteer with the agency for one year on average. Older volunteers may prefer longer, well-planned, and less hectic tasks. Peggy Harless, RSVP, has found that older volunteers (70 years and older) typically look for long-term assignments, such as volunteering every Tuesday for a year, whereas baby boomers tend to be more project-focused and prefer shorter term commitments. It is important to consider generational differences and include personal preferences and motivations when placing volunteers.

Training and Continuing Education

Volunteers must be prepared to handle the tasks to be performed. Some volunteers arrive well prepared for the duties they are assigned, and some may require training. Providing training for those unfamiliar with the duties is important for successful volunteer retention. Trainings can be minimal and included in an orientation to the organization, or comprehensive to prepare volunteers to operate technical equipment or execute complex procedures. Without adequate resources, materials, space, and access to the volunteer coordinator, volunteers can become disillusioned or lose all interest. The organization must take responsibility for seeing that this is not overlooked.

Continuing education and training can also be important to keep your volunteers interested and engaged, especially if they can see the possibility of moving to more challenging opportunities. The organization Global Genes has emphasized opportunities for promotions as part of their retention strategy. It has a promotional ladder for volunteers through creating real positions of Lead Volunteer, Volunteer Trainer or Senior Volunteer.⁴⁶ Make volunteers aware of the possibilities that exist beyond the entry level and promote them to leadership roles as their responsibilities increase. This promotional ladder can be a real incentive to keeping them engaged.

Keeping Your Volunteers Interested

If your nonprofit volunteers feel like they are getting something back in return for their free work, they will be more likely to come back.

FindLaw.com.⁴⁷

Peggy Harless, formerly with RSVP, emphasizes that to retain volunteers, it is important to build solid relationships. Every volunteer is different based on their personality. Some want a quiet environment and others like a fast-paced social environment. Organizations need to know what motivates their volunteers. Typically, this can be narrowed down to the following reasons:

1. People desire to be part of a group; they seek camaraderie with like-minded people.
2. Some volunteers want to be part of changing society and want to influence social change—they want to be activists.
3. Many want the opportunity to give back to their community, especially those who have been recipients of care.
4. Volunteers love the chance to learn new things and seek intellectual stimulation.
5. Some volunteers want recognition either for themselves or their organization.
6. Other volunteers are looking to use their skills in new ways. For some this can lead to new careers.
7. Volunteers want to contribute in meaningful ways.

It is important to place volunteers in positions that meet these needs and will also be useful in retention efforts. Joann Hale has volunteered for 40 years in Wayne County, Michigan, and the most satisfying experience was helping at the Fox Theatre. She said,

Love the theater. If you don't love the volunteering you choose, you won't do a good job. I need variety and volunteering gives me that. Organizations need to give volunteers a reason to want to come. Find out what they like, make sure there is no cost for them. Cater to your volunteers. In addition, a lot of times it is money, free parking, and transportation. Give them tasks the volunteer likes to do. Make good use of volunteers' talents.

Joann Hale, Volunteer (Wayne, Michigan)

In her research, Dr. Lucille Maddalena has found that volunteers may be attracted to support your organization because the mission statement, philosophy, programs, and initiatives align with their personal values and beliefs.⁴⁸ Area Agency on Aging of Western Michigan, Inc. volunteer, Lois Carey, would agree. She describes finding value in volunteering for organizations where she makes a difference for individuals and communities. For her it is important to have a positive impact on the lives of others. For the past seven years Lois has been involved with the 'My Stories' program for Hospice of Michigan. Through confidential interviews, the Hospice patients are able to record their personal stories on a CD and share them as they wish. Lois has found this to be particularly rewarding. She recalled documenting the story of a veteran, who had not shared his military experience previously, but was pleased to now be able to share it with his family.

You never know what you will receive through volunteering.

Lois Carey, Volunteer, Hospice of Michigan and Area Agency on Aging (AAA) of Western Michigan and Recipient of the Fegal Award from the AAA of Western Michigan, Grand Rapids, Michigan, and the 2018 Blue Cross Blue Shield (BCBS) of Michigan Claude D. Pepper Award

Succession Planning

Organizations that do not maintain the organizational structure responsible for recruiting and managing a volunteer staff struggle to maintain volunteers. Having a volunteer succession plan in place when volunteers leave will be helpful in maintaining a seamless program. RSVP has volunteer manuals which clearly describe the volunteer positions so the next volunteer can be prepared to step into the role. For example, in the “No Veteran Dies Alone” program, seasoned volunteers pass the torch along to new volunteers by actively recruiting their replacements.

Here are steps to follow in succession planning:

1. Consider having a written volunteer succession plan in place.
2. Outline the steps that will be taken to ensure the volunteer’s duties continue once the volunteer leaves the position.
3. Approach current volunteers with the proper skills and abilities about their possible interest in the open volunteer position.
4. Consider conducting a volunteer satisfaction survey as well as exit interviews when a volunteer resigns.

Regardless of the reason for leaving, crucial information is often revealed about the volunteer’s perception of the overall performance of the operation. You may learn whether the experience met the volunteer’s initial expectations and personal goals. Designing and conducting a carefully constructed satisfaction survey is key to improving your retention strategy. See sample [Volunteer Satisfaction Survey](#). This survey can be adapted to fit the needs of each organization. Remember though, a complicated survey often ends up in the wastebasket and you have lost the opportunity to capture much needed information from former volunteers. Keep the survey short as possible to obtain the most meaningful information.

Appreciating, Thanking, and Valuing Your Volunteers

Appreciate, appreciate, appreciate your volunteers! We can’t emphasize this enough! After all, they are the fuel that allows our organizations to do the amazing things we do on shoe-string budgets. And the more you

appreciate your volunteers, the more they will be refueled for the next task or event.

Cassie Johnston and Alström Angels, Global Genes Allies in Rare Disease⁴⁹

All the research examined by SAC members emphasizes that appreciation shown to volunteers and recognition of their efforts is the most important element of volunteer retention. Thank them for doing a good job. There are innumerable ways of saying thank you:

- Hold volunteer appreciation events, invite volunteers to other organizational events, and give out rewards.
- Award gift certificates at organizational gatherings.
- Send birthday cards, handwritten thank-you notes, or formal letters of appreciation or recommendation as a tangible sign of appreciation.
- Develop certificates or awards that do not need to be expensive to show appreciation.

An often-overlooked avenue for volunteer recognition is the nomination of volunteers for local, state, and national volunteerism awards. Many of the volunteers the SAC interviewed have been recognized for their volunteerism locally by city/county councils, area agencies on aging, commissions on aging, other nonprofits, and faith-based organizations. Several of these volunteers have also been recognized at the state or national levels. For example, each year the state office on aging (AASA) and the Michigan Commission on Services to the Aging accept nominations from across the state and select older adults to honor for their outstanding volunteerism and contributions to their local community. Individuals who are age 60 or older are eligible to be nominated for uncompensated work performed in the community. Winners receive a congratulatory letter from the governor and \$500 from Consumers Energy, which is an award partner. The governor also annually awards honorary tributes to volunteers, including older adults.

Nationally, exemplary AmeriCorps and Senior Corps volunteers are recognized with the President's Volunteer Service Award for Volunteerism for service to their communities recognizing their achievements with a bronze, silver, or gold award. In October 2017, SAC member Charles Corwin received the President's silver award for 268 volunteer hours over 12-months from RSVP—Roscommon County Commission on Aging. He serves on their board and teaches classes.

Another prestigious award is the Blue Cross Blue Shield (BCBS) of Michigan Claude D. Pepper Award given to volunteers who provide outstanding volunteer leadership in their communities on behalf of older adults. The award is named after the late U.S. Congressman who advocated for the rights of older adults. BCBS chooses two people for the award: one retiree volunteer over age 55, and one person of any age who works in the senior advocacy field, but whose dedication goes above and beyond job responsibilities. Each honoree receives a \$1,000 donation to the 501(c)(3) nonprofit organization of their choice.

Volunteers like to know the value of their contributions to the overall effectiveness of the organization and organizational outcomes. Tell them often of the value of their contributions as one piece of your organization's "valuing plan." Valuing your volunteers includes listening to their ideas for your organization and then trying those ideas, if possible. Ann Henriksen served several years in many capacities for The Day Center of Evergreen, Holland, including assisting the receptionist with filing. Recently, she recommended that the center go paperless by investing in special computer software. She donated funds toward the purchase, which is currently being tested to streamline paper storage and create time-saving efficiencies. Ann states:

It is important to be asked! Once you retire and 'heal' from doing the day-to-day grind of professional work, you often find a void in your life. It is important to have something scheduled that still gives you a purpose and a place to give back.

Ann Henriksen (Holland, Michigan)

Let volunteers know about the benefit to others of their volunteer work. Volunteers may not get copies of annual reports or press releases that report on an organization's activities and outcomes. However, including them in the communication loop demonstrates that they are an integral part of your organization. Yvonne Hudson, a contributor to the website Top Nonprofits emphasizes that organizations should "Showcase your volunteers and how their time and talents contribute to your organization's growth."⁵⁰ Such recognition serves both as a thank-you and as a recruiting tool. Other community members will see the interesting and valuable work performed by your volunteers and consider volunteering themselves.

The Strategies for Retention—Summary

Volunteers who are engaged, motivated, and happy will stay with your organization. Their engagement and happiness depend on how well your organization implements good volunteer management practices, beginning with the designation of a volunteer

coordinator. Solid management practices ensure a well-run organization that provides volunteers with policies, position descriptions, orientation, and training. A designated volunteer coordinator can make sure volunteers are well-matched to their volunteer positions and can form the solid connection with volunteers that supports on-going engagement. And, if a volunteer should leave, a succession plan will help make sure the volunteer work continues. Most importantly, using a broad variety of methods for rewarding your volunteers' efforts is key to appreciating, thanking, and valuing your volunteers.

Conclusion

Volunteering has many positive benefits, including improving individuals' health and social experiences. We have learned about the value and importance of life-long volunteerism as described by the volunteers the SAC interviewed and showcased in this report. Nonprofits and corporations also value the importance of volunteering and encourage their staff to volunteer in their local communities. There are an abundance of volunteer opportunities in Michigan, including those that support older adults who are living longer than any other time in our history. Recruitment techniques and retention strategies—resources and tools—outlined in this report will be useful for both volunteers and organizations that provide volunteer positions for those volunteering from home and those who volunteer in various community settings, to help build strong volunteer programs into the future as our oldest adults live into their 100s.

Recommendations

1. Based on these findings and the positive feedback received from sharing previous SAC reports, the State Advisory Council on Aging recommends to the Michigan Commission on Services to the Aging that this report be shared with the Governor, Legislature, volunteers, the aging network, schools, faith-based organizations, nonprofits, and corporations statewide.
2. We also encourage all volunteers and organizations offering volunteer opportunities to review this report, to learn about and put into practice the recruitment and retention strategies outlined.
3. Together, we will need to support volunteer capacity-building efforts—locally, statewide, and nationally, to increase the number of volunteers supporting our communities and our burgeoning older adult population. Promoting the concept of TimeBanks that involve everyone, does not require major investments of money, and engages all parts of the community to help while achieving all of the benefits of volunteering—engagement, mentoring and feeling useful.

4. Overall, as a result of the gifts of multigenerational learning, mentoring, and sharing, there will be a lifelong impact on the participants and therefore volunteerism should be strongly promoted.

Acronym Definitions

AAA – Area Agency on Aging

AARP – American Association of Retired Persons

AIDS – Acquired Immunodeficiency Syndrome

ALIVE – Association of Leaders in Volunteer Engagement

BCBS – Blue Cross and Blue Shield

CASA – Court Appointed Special Advocate

CCVI – Canadian Code for Volunteer Involvement

CCVA – Council for Certification in Volunteer Administration

CERT – Community Emergency Response Team

CNCS – Corporation for National and Community Service

CSA – Michigan Commission on Services to the Aging

DMC – Detroit Medical Center

FGP - Foster Grandparent Program

HCC – Regional Healthcare Coalitions

HIV – Human Immunodeficiency Virus

HRWC – Huron River Watershed Council

ICHAT – Internet Criminal History Access Tool

LGBT – Lesbian, Gay, Bisexual, and Transgender

MCSC – Michigan Community Service Commission

MDHHS – Michigan Department of Health and Human Services

MI-MORT – Michigan Mortuary Response Team

MI-SART – Michigan State Animal Response Team

MI-TESA – Michigan Transportable Emergency Surge Assistance

Acronym Definitions, continued

MLTCOP – Michigan Long Term Care Ombudsman Program

MRC – Medical Reserve Corps

MSAC – Michigan Senior Advocates Council

NCCC – National Civilian Community Corps

NSOPW – National Sex Offender Search Public Website

NWP – Neighborhood Watch Program

OFAC – Office of Foreign Assets Control

OIG – Office of Inspector General

OTIS – Offender Tracking Information System

RSVP – Retired Senior Volunteer Program

SAM – System for Award Management

SCP – Senior Companion Program

VIPS – Volunteers in Police Service

VISTA – Volunteers in Service to America

Directory of Volunteer Opportunities

Websites (valid as of 10/1/18)

Aging	www.michigan.gov/aging
All for Good	https://www.allforgood.org/
American Association of Retired Persons (AARP) – Create the Good	http://www.createthegood.org/
American Red Cross	http://www.redcross.org/volunteer/become-a-volunteer#step1
Area Agencies on Aging	www.mi-seniors.net/regionmap/ https://www.michigan.gov/osa/1,4635,7-234-64081-295815--,00.html
Commissions/Councils on Aging	https://michigandsa.org/membership-directory
Corporation for National and Community Service – AmeriCorps <ul style="list-style-type: none">• AmeriCorps Network• AmeriCorps NCCC• AmeriCorps VISTA	https://www.nationalservice.gov/programs/ameri-corps
Corporation for National and Community Service – Senior Corps <ul style="list-style-type: none">• Foster Grandparents• RSVP• Senior Companions	https://www.nationalservice.gov/programs/senior-corps
GenerationOn	https://www.generationon.org/
Just Serve	https://justserve.org
Michigan Commission on Services to the Aging	www.michigan.gov/aasa
MI Senior Advocates Council	www.mi-seniors.net/msac.html
Points of Light	http://www.pointsoflight.org/
Senior Centers (link to municipality websites for information about local centers)	https://www.michigan.gov/som/0,4669,7-192-29701_31713_31714-97070--,00.html * http://www.miseniorcenters.org/senior-center-directory.html
Silver Key Coalition	www.silverkeycoalition.com
State Advisory Council on Aging	https://www.michigan.gov/osa/1,4635,7-234-64080-324837--,00.html
United Way	https://www.unitedway.org/get-involved/volunteer#
VolunteerMatch	https://www.volunteermatch.org/

American Red Cross

<http://www.redcross.org/volunteer/become-a-volunteer#step1>

POSITION	DESCRIPTION
Board member	Serve on local board, help with fundraising and marketing
Volunteer Services	Assist with recruitment, placement, recordkeeping, and recognition
Community Volunteer Leader	Act as a “face of the Red Cross” to the community, focus on recruiting volunteers and managing local relationships
Blood Donor Recruiter	Work with individuals, groups, and companies to recruit blood donors and promote blood drives
Blood Drive Volunteer	Greet and register blood donors
Blood Drive Driver	Pick up donated blood units from a blood drive and deliver them to the laboratory to be tested
Disaster Services	Provide food, shelter, comfort, and home for families affected by major disasters such as fire, hurricanes, and tornadoes
Disaster Action Team	Respond to single-family fires with a disaster action team supervisor
Disaster Preparedness Presenter	Educate individuals and groups on how to be prepared before a disaster occurs
Health and Safety Instructor	Teach community classes such as CPR, First Aid, and water safety to children and adults
Babysitting Course Instructor	Become certified and teach American Red Cross babysitting courses to teens
IHL Instructor	Conduct classes on International Humanitarian Law
Veteran Hospital Volunteer	Assist patients at Veterans Administration and military hospitals
Armed Forces Caseworker	Ensure the delivery of emergency communications for members of the military and their families
Special Events	Support fundraising and special events
Thank a Donor	Make calls to thank Red Cross financial donors
First Aid Team	First aid and CPR volunteer staff special events
Grant Research/Writing	Assist the fundraising team as they research, write, and execute grants
Speakers	Provide presentations about Red Cross programs in the community

American Red Cross

POSITION	DESCRIPTION
Clerical	Assist with administrative tasks
Staff Support	Help with routine maintenance duties such as stocking supplies and checking inventory at shelters
International Tracing Services	Assist in the international search for persons living overseas, in war-torn countries, or thought to be living in the local community
Language Bank	Utilize language skills to translate
Other Opportunities	<ul style="list-style-type: none"> • Disaster volunteers • Online advocacy • Opportunities for Young People – school clubs, National Youth Council, internships, Club Red Networking • Opportunities for Groups, Clubs, and Businesses • International Services
Licensed Volunteers	<ul style="list-style-type: none"> • Nurses • Nursing students • Other health care professionals

Animals

Italics denote activities that can be done from home.

POSITION	DESCRIPTION
Michigan Humane Society https://www.michiganhumane.org/volunteer/	Types of Opportunities: <ul style="list-style-type: none"> • Walking dogs • Socializing cats • Administrative assistant • Wildlife volunteer • Photo team member • Donation collector • Special events volunteer <i>Volunteer from Home Opportunity:</i> <ul style="list-style-type: none"> • <i>Foster caregiver</i>

Animals

Italics denote activities that can be done from home.

POSITION	DESCRIPTION
Michigan Animal Rescue League https://www.marleague.org/ways-to-help/volunteer/	<p>Types of Opportunities:</p> <ul style="list-style-type: none"> • Cat Care Program – cleaning, doing dishes, scooping litter boxes, feeding, watering, socializing • Dog walking • Offsite cat adoption center • Offsite adoption events <p><i>Volunteer from Home Opportunities:</i></p> <ul style="list-style-type: none"> • <i>Senior for Seniors – places senior cats with senior citizens and provides assistance for expenses</i> • <i>Foster caregiver</i>
All About Animals http://www.allaboutanimalsrescue.org/how-to-help/all-about-volunteering/	<p>Types of Opportunities:</p> <ul style="list-style-type: none"> • Cleaning – sweeping, scrubbing and mopping floors; scrubbing walls; cleaning tables, chairs, and windows; cleaning soiled cat traps, litter boxes, kennels, and dishes; vacuuming and steam cleaning carpets • Grounds Poop and Litter Patrol • Trap-Neuter-Return Training Class and Shelter Building Workshop – help set up the room, sign in participants, distribute handbooks and handouts, assign TNR cards, prepare and hand out traps/forks to participants, help participants build feral cat houses • Special Event Assistant – assist with the event, work with the public • Fundraising Marketing Committee Member • Event Photographer • Kennel Attendant • Laundry Attendant • Surgery Pack Technician – prepare surgery packs according to the charts <p><i>Volunteer from Home Opportunities:</i></p> <ul style="list-style-type: none"> • <i>Foster caregiver</i> • <i>Write feature stories</i> • <i>Design flyers</i> • <i>Edit documents</i> • <i>Research information</i> • <i>Print literature at home and post it in your area</i> • <i>Make feral cat trap covers and polar fleece blankets</i> • <i>Make catnip toys</i> • <i>Make simple blankets for cats and dogs</i>

Animals

Italics denote activities that can be done from home

Position	Description
All About Animals http://www.allaboutanimalsrescue.org/how-to-help/all-about-volunteering/	<ul style="list-style-type: none"> <i>Certified Pet Behaviorist – assist with problem solving and training with foster pets or with the Pet Support Line callers</i> <i>Petfinder Assistant – write descriptions of adoptable pets based on input from foster families, obtain a photo, and add the description, photo, and standard identifier information to Petfinder</i> <p>Opportunities that Require Special Training/Licensing:</p> <ul style="list-style-type: none"> Wellness Veterinary Technician Wellness Veterinarian Surgery Veterinarian Technician Veterinarian

Community

Position	Description
Adopt-A-Highway http://www.michigan.gov/mdot/0,1607,7-151-962111041_14408---,00.html	<ul style="list-style-type: none"> Designed to keep state's highway roadsides clean and attractive Two-year commitment – Minimum of two-mile stretch of roadway recommended
Volunteers of America https://www.voami.org/volunteer	<p>Types of Opportunities:</p> <ul style="list-style-type: none"> Prepare and serve meals Sort clothing for the homeless Help clean cars for resale Work on landscaping Paint walls Help in the office
Michigan Volunteer Registry https://www.mivolunteerregistry.org/	<p>The registry allows volunteers to indicate their interests and contact information for helping to support a public health or medical emergency response.</p> <p>Organizations Include:</p> <ul style="list-style-type: none"> The Community Emergency Response Team (CERT) Fire Corps General Volunteers Local Health Departments Medical Reserve Corps (MRC) Michigan Mortuary Response Team (MI-MORT) Michigan State Animal Response Team (MI-SART)

Community

Position	Description
Michigan Volunteer Registry https://www.mivolunteerrgistry.org/	<ul style="list-style-type: none"> • Michigan Transportable Emergency Surge Assistance Medical Unit (MI-TESA) • Neighborhood Watch Program (NWP) • Regional Healthcare Coalitions (HCCs) • Volunteers in Police Service (VIPS) • Tribal Response Teams
Meals on Wheels http://mealcall.org/us/cities/?state=MI (directory of cities with meal programs)	Types of Opportunities: <ul style="list-style-type: none"> • Deliver meals to homes • Kitchen helper • Dining site helper • Pantry assistant
Kalamazoo Hoarding Task Force http://kalamazoohoarding.org/	Team made up of community professionals.
Food Bank Council of Michigan https://www.fbcmich.org/find-a-food-bank/ (directory of counties with food banks)	Types of Opportunities: <ul style="list-style-type: none"> • Repacking and sorting food in the warehouse • Picking or gleaning produce • Clerical work in the office • Pantry greeters • Mobile grocery packer/attendant

Environment

Italics denote activities that can be done from home.

Position	Description
Huron River Watershed Council https://www.hrwc.org/volunteer/	Types of Opportunities: <ul style="list-style-type: none"> • River Round Up – collect bugs and other creatures to help determine the health of the water • Insect ID Day – sort and identify the bugs collected during River Roundup • Collect stoneflies to gauge the health of their population • Natural area field assessment • Chemistry and flow monitoring – collect water samples, measure stream flow, and sample runoff from rainstorms • Adopt-a-Stormdrain

Environment

Italics denote activities that can be done from home.

Position	Description
Huron River Watershed Council https://www.hrwc.org/volunteer/	<ul style="list-style-type: none"> • River Cleanups • Special Event Volunteers • Volunteer for K-12 stream-side and in-class activities • In-office work
Land Conservancy of West Michigan https://naturenearby.org/get-involved/volunteer/ Justin justin@naturenearby.org	Types of Opportunities: <ul style="list-style-type: none"> • Second Saturday Workdays – remove invasive species, seed collecting, native plant installation, train maintenance, general cleanup, and more • Work at an event • Join the mailing crew • Help at the office • Share Special Skills – plant/animal identification, photography, construction, design, writing, etc. Community events
Michigan Department of Natural Resources http://www.michigan.gov/dnr/0,4570,7-350-79119_11859_62524---,00.html	Type of Opportunities: <ul style="list-style-type: none"> • Stewardship Workday – remove invasive plants Spring Clean Up – trash removal from state parks and recreation areas
The Nature Conservancy https://www.nature.org/en-us/about-us/where-we-work/united-states/michigan/	Types of Opportunities: <ul style="list-style-type: none"> • Fen Nature Preserve – remove invasive plants, trim honeysuckle, etc. • Nature Preservation – remove invasive plants, species monitoring, general preservation, trail maintenance <i>Volunteer from Home Opportunities:</i> <i>Digital Volunteer – sign up for TeamNature on crowdwise, subscribe to e-news, follow the organization on social media, share photos and videos online</i>

**Faith-Based Volunteering
Websites (valid as of 10/1/18)**

American Jewish World Service	https://ajws.org/get-involved/
Brethren Volunteer Service	http://www.brethren.org/bvs/volunteer/
Catholic Network of Volunteer Service	https://catholicvolunteernetwork.org/
Christian Volunteering	http://www.christianvolunteering.org/
Jesuit Volunteers International	http://www.jesuitvolunteers.org/
Lutheran Volunteer Corps	http://lutheranvolunteercorps.org/volunteer/positions/
Mennonite Central Committee	https://mcc.org/get-involved
Michigan Muslim Community Council	https://www.mimuslimcouncil.org
Quaker Information Center	http://www.quakerinfo.org/service/volunteer
United Methodist General Board of Global Ministries	http://www.umcmission.org/Get-Involved
United Muslim Relief	https://umrelief.org/get-involved/volunteer/

Hospice of Michigan

<https://www.hom.org/get-involved/>

Italics denote activities that can be done from home.

Position	Description
Companionship support	For patients living at home or in a facility
Caregiver relief support	Allows a caregiver to get away from the home and recharge
Bedside vigil	Provides presence for patients in their final days or hours
My Stories Program	Assist patients in recording memories or lessons learned so that loved ones can listen to the recording
Photographers and Portrait artists	For pediatric and adult patients
Persons with musical and/or artistic abilities	To provide these healing modalities for patients in the home or a facility
Veterans	To assist veterans through the We Honor Veterans Program
Licensed Massage Therapists	To provide services for patients to improve their comfort and quality of life
Licensed Cosmetologists and Barbers	To provide haircuts for patients at their residence, whether in home or in a facility
Pet Owners	To bring their pets to patient's home or facilities
Grief Support	To provide support for family and community members who have experienced a loss
Events	To assist with setting up special events and community outreach
Office Support	All levels of experience welcome (e.g. proficient with Microsoft Office, filing, tracking, data entry, office projects, phone calls, etc.)
<i>Volunteer from Home Opportunities</i>	<ul style="list-style-type: none"> • <i>Crafters/Card-Makers - Create birthday or special occasion cards</i> • <i>Seamstress/Seamster - Sew "memory bears" from clothing of patients that have passed, which are used to provide comfort to family members</i>

Hospitals

Italics denote activities that can be done from home.

Position	Description
Beaumont Health (8 locations) https://volunteer.beaumont.org	<p>Types of Opportunities:</p> <ul style="list-style-type: none"> • Summer student programs (for high school and college students) • Spiritual Care (support individuals' values and beliefs in a variety of ways) • Pet therapy • Patient unit (interact with patients to provide comfort/care) • Parenting program (trained parent partners provide education and support to new parents) • Hospitality • Hospice (visit with adult and/or pediatric patients) • Escort (escort patients and families to various parts of the hospital) • Emergency Center (offer to get coffee, water, blankets, etc. for patients' families) • Gift shop • Clerical • Community volunteer
Bronson Methodist Hospital (6 locations) https://www.bronsonhealth.com/volunteer/volunteering-at-bronson-methodist-hospital/	<p>Types of Opportunities:</p> <ul style="list-style-type: none"> • "Cuddlers" in the Neonatal Intensive Care Unit • Clerical and office assistance • Delivery services • Greeting the public • Pet therapy • Support to patient care units • Patient Family Advisory Council <p><i>Volunteer from Home Opportunities:</i></p> <ul style="list-style-type: none"> • <i>Handmade items, such as "surgery buddies," baby hats, blankets, walker bags, teddy bears, pillowcases, memory boxes, bereavement pillows, and more</i> • <i>Magazine and book donations</i>

Legal Assistance

Position	Description
City of Southfield: https://www.cityofsouthfield.com/DK/HumanServices/tabid/201/Default.aspx	Types of Opportunities: <ul style="list-style-type: none"> • Free Legal Clinic to low-income and senior residents
Lakeshore Legal Aid: https://lakeshorelegalaid.org/work-with-us/	Types of Opportunities: <ul style="list-style-type: none"> • Take a family law case – divorce, child custody, paternity matters • Advise family law clients • Assist survivors of domestic violence • Staff a community-based clinic – expungement, driver license restoration, identity theft • Advocate to remove barriers to employment
Crime Stoppers of Michigan https://www.crimestoppersofmidmichigan.com/	Cold case follow up – follow up on cold cases with law enforcement by utilizing the Crime Stopper database
The Immigrant Connection at City Life Church https://www.immigrantconnectiongr.org/	Immigration Legal Intern – works under the supervision of the Department of Justice accredited legal representatives to assist in interviewing and assessing clients, conduct educational seminars for clients and community members, research and draft legal documents, support attorneys with pending cases and projects
Michigan Supreme Court and Michigan Court of Appeals https://courts.michigan.gov/education/learning-center/pages/volunteer.aspx	Types of Opportunities: <ul style="list-style-type: none"> • Docents • Moot court coaches (legal training/experience required) • Special projects on a limited basis

**Political
Websites (*valid as of 10/1/18*)**

Democratic Party of Michigan	https://michigandems.com/volunteer/
Green Party of Michigan	http://www.migreenparty.org/volunteer.html
Libertarian Party of Michigan	https://michiganlp.org/#signup
Natural Law Party of Michigan	http://www.natural-law.org/states/Michigan.html
Republican Party of Michigan	http://www.migop.org/get_involved#volunteer
US Taxpayers Party of Michigan	http://www.ustpm.org/index.php?option=com_content&view=article&id=55&Itemid=230
Working Class Party of Michigan	https://www.workingclassfight.com/blog/category/working-class-party/

Checklist of Successful Volunteer Retention Strategies*

- _____ Treat volunteers as employees
- _____ Identify clearly the role of the Volunteer Coordinator
- _____ Develop effective volunteer policies
- _____ Develop clear position descriptions
- _____ Thank volunteers and show you value them
- _____ Promote communications between volunteers and the organization
- _____ Institute a promotional ladder
- _____ Understand Volunteers
- _____ Know that volunteers have a choice to engage, or not, on any task
- _____ Realize that volunteer involvement is altruistic; they attach a stronger value to intrinsic rewards than do employees
- _____ Encourage volunteers to share their expertise with other volunteers
- _____ Enhance or maintain their skills
- _____ Respect their desire to learn something new
- _____ Show volunteers how they make a difference
- _____ Stay connected and make sure communications goes both ways
- _____ Make your volunteers feel needed, appreciated
- _____ Inspire volunteers with the cause, not the organization
- _____ Let volunteers be creative
- _____ Ensure that volunteers become and feel they are a part of the team
- _____ Tap into volunteers' motives
- _____ Make sure volunteerism is not burdensome—make it fun
- _____ Provide excellent introduction and training
- _____ Acknowledge contribution
- _____ Match volunteer skills with assignments/tasks
- _____ Recognize volunteers
- _____ Promote leadership
- _____ Appreciate the volunteer
- _____ Have clear expectations
- _____ Provide adequate support and resources
- _____ Treat volunteers as a partner
- _____ Monitor volunteer activities and solicit volunteers

* Compiled by SAC Volunteer Retention Strategies Workgroup

Volunteer Satisfaction Survey

***Users Note:** Please adjust the length and content of this survey to meet the needs of your agency.

Thank you for volunteering with [**Insert name of your organization**]! Please take a few minutes to complete this survey and let us know about your volunteer experience. Your input is very important to us and will help us provide a quality experience for all of our volunteers.

To what extent do you agree or disagree with the following statements?
(Check the corresponding box)

6 = Strongly Agree 5 = Agree 4 = Somewhat Agree
3 = Somewhat Disagree 2 = Disagree 1 = Strongly Disagree

Source: <http://www.biglakefoodshelf.org/wp-content/uploads/2017/06/Volunteer-Survey-2017b.pdf>

Questions	6	5	4	3	2	1
The clients appreciate the service that I provide.						
I feel welcomed and appreciated by the staff.						
In the last year I have received recognition or thanks for being a volunteer.						
I am involved in the decisions that affect my work.						
I understand the importance of the work that I perform for this organization.						
The staff of this agency makes me feel that my role is important and valuable.						
In the last year, I have had opportunities to learn and grow as a volunteer.						
I am satisfied with the variety of volunteer opportunities offered.						
I have been kept informed about what is going on in the agency.						
I have the support and guidance I need to accomplish my volunteer activities.						
My volunteer position gives me a sense of accomplishment.						
My volunteer work has helped me develop new job-related skills.						
As a result of volunteering here, I have become more involved in other opportunities in the community. I would like to explore additional/different volunteer responsibilities.						
If given the opportunity, I would be interested in taking a leadership role with this agency.						

Volunteer Survey, continued

1. How well were your volunteer position and responsibilities explained to you?

☐ Fully explained
☐ Explained

☐ Partially explained
☐ Not explained

2. After your training, how prepared did you feel to meet the responsibilities of your position?

☐ Very prepared
☐ Adequately prepared

☐ Somewhat prepared
☐ Not at all prepared

3. How well do you feel you have been able to fulfill your volunteer responsibilities?

☐ Fully fulfilled
☐ Adequately fulfilled

☐ Somewhat fulfilled
☐ Not at all fulfilled

4. Do you feel our volunteer program is well organized?

☐ Very organized
☐ Organized

☐ Somewhat organized
☐ Not at all organized

5. Do you feel you are receiving adequate support and guidance from the staff?

☐ Very supported
☐ Somewhat supported

☐ Supported
☐ Not at all supported

6. Do you feel you are provided adequate resources to accomplish your tasks?

☐ Very adequate
☐ Adequate

☐ Somewhat adequate
☐ Not at all adequate

7. Would you recommend that your friends or family members volunteer with this agency?

☐ Yes ☐ No

If no, please explain:

Volunteer Survey, continued

8. Do you plan to continue volunteering with this agency?

___Yes ___No

If no, please explain:

9. List 3 things we can improve to make your volunteer experience more enjoyable?

10. What do you enjoy most about volunteering with this agency?

Additional Comments

Endnotes

All links current as of 10/1/2018

Pages 1 - 2

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2. Susan J. Ellis and Katherine H. Campbell, *By the People: A History of Americans as Volunteers* (Energize, Inc., 2005): Introduction. Accessed 10/1/18. <https://www.energizeinc.com/a-z/article-internal/49>

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3. State Advisory Council on Aging reports are available online at <https://www.michigan.gov/osa/1,4635,7-234-64080-324837--,00.html>

4. Fengyan Tang, FunHee Choi and Nancy Morrow-Howell, "Organizational Support and Volunteering Benefits for Older Adults," *The Gerontologist* 50, No. 5 (2010): 603–612.

5. John Wilson and Marc Musick, "The Effects of Volunteering on the Volunteer. Nonprofit Sector," *Law and Contemporary Problems* 62, No. 4(1999): 141.

6. George W. Rebok, Michelle C. Carlson, Kevin D. Frick, Katherine D. Giuriceo, Tara L. Gruenewald, Sylvia McGill, Jeanine M. Parisi, William A. Romani, Teresa E. Seeman, Elizabeth K. Tanner, and Linda P. Fried, *The Experience Corps: Intergenerational interventions to enhance well-being among retired persons*, (New York: John Wiley & Sons, Ltd., 2014): 307-330. epub <https://onlinelibrary.wiley.com/doi/abs/10.1002/9781118539415.wbwell043>

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8. Griep, Y., Hanson, L. M., Vantilborgh, T., Janssens, L., Jones, S. K., & Hyde, M., "Can volunteering in later life reduce the risk of dementia? A 5-year longitudinal study among volunteering and non-volunteering retired seniors," *PLOS ONE* 12, No. 3 (2017) e0173885. Accessed 10/1/18. <http://doi.org/10.1371/journal.pone.0173885>

9. U.S. Administration for Community Living, Department of Health and Human Services, *Doing Good is Good for You Volunteer* (Washington, D.C., 2017).

10. Dawn Marcus, "What are the health benefits of volunteer work for seniors?" Sharecare. (2018). Accessed 1/6/18. <https://www.sharecare.com/health/healthyaging/what-health-benefits-volunteer-seniors>

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The Corporation for National and Community Service, the U.S. Census Bureau, and the Bureau for Labor Statistics have collected volunteering data through the Current Population Survey's (CPS) Supplement on Volunteering. Data is available from 2002 through 2015. Data will be available from 2017. See <https://www.census.gov/programs-surveys/cps/about/supplemental-surveys.html>

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Accessed 10/1/18. <http://www.scirp.org/journal/psych>

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https://repository.upenn.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1044&context=spp_papers

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26. John Wilson and Marc Musick, "The Effects of Volunteering on the Volunteer. Nonprofit Sector," *Law and Contemporary Problems* 62, No. 4(1999).

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28. John Wilson and Marc Musick, "The Effects of Volunteering on the Volunteer. Nonprofit Sector," *Law and Contemporary Problems* 62, No. 4 (1999).

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https://scholarworks.wmich.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1053&context=wmu_magazine2

30. Michigan Alliance of Time Banks. Accessed 10/1/18. <http://www.mitimebanks.org/>

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31. Fengyan Tang, FunHee Choi and Nancy Morrow-Howell, "Organizational Support and Volunteering Benefits for Older Adults," *The Gerontologist* 50, No. 5 (2010): 603–612.

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1. The value of volunteer involvement.
2. Guiding principles that frame the relationship between the volunteer and organization.

3. Standards of practice for involving individuals in meaningful ways to ensure successful integration of volunteers while meeting the needs of both the organization and its volunteers.

See <https://volunteer.ca/ccvi> for the text of the code and checklists for implementation of the ten standards.

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37. Eric Schneidewind, "Planning to Live to 100? Volunteer!," *AARP Magazine* (June/July 2017): 69.

Pages 20 - 28

38. The Community Tool Box is a public service developed and managed by the Kansas University Center for Community Health and Development and partners nationally and internationally. The Tool Box is a part of the Center's role as a designated World Health Organization Collaborating Centre for Community Health and Development. The Community Tool Box is a free resource for those working to build healthier communities and bring about social change, offering tips and tools for taking action in communities. Accessed 10/1/18.
<http://ctb.ku.edu/en/table-of-contents/overview/model-for-community-change-and-improvement/community-tool-box-overview/main>

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TopNonprofits.com is a consulting service website with free resources for nonprofit management.

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<http://www.volunteerpower.com/articles/7sins.asp> www.volunteerpower.com is a leadership development firm specializing in volunteerism.

41. Our Community Pty Ltd, from Australia, provides advice, connections, training and easy-to-use tech tools for people and organizations working to build stronger communities. For ideas on recruiting volunteers face-to-face see "Recruiting volunteers" Accessed 10/1/18.
www.ourcommunity.com.au/management/view_help_sheet.do?articleid=758

42. The Case Foundation, *2017 Millennial Impact Report Phase 2*

The Power Of Voice: A New Era Of Cause Activation And Social Issue Adoption (2017)
Accessed 10/1/18. <https://casefoundation.org/resource/2017-millennial-impact-report-phase-2/>

43. Azure Collier, “Engage, Inform, Recruit: How Nonprofits Can Use Social Media to Recruit Volunteers,” www.constantcontact.com. Accessed 10/1/18.
<https://blogs.constantcontact.com/social-media-to-recruit-volunteers/>

44. Susan Ellis as quoted in “Developing A Plan for Involving Volunteers,” *The Community Tool Box*, Chapter 11, Section 1, Accessed 10/1/18. <https://ctb.ku.edu/en/table-of-contents/structure/volunteers/involving/main>

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45. Readers may wish to explore these two associations for volunteer management and administration:

ALIVE (Association of Leaders in Volunteer Engagement) <https://www.volunteeralive.org/>
offers training and tools for volunteer management

Council for Certification in Volunteer Administration <http://cvacert.org> delivers professional certification and advocate ethical practices in volunteer administration

In addition to expert interviews, material for the section on retention strategies was sourced from the following websites:

Corporation for National and Community Service and the Points of Light Foundation guidebook, Take Root: HandsOn Volunteer Management Guidebook
<https://s3.amazonaws.com/pol-website/media/uploaded-files/Volunteer%20Management%20Guidebook.pdf>

NCVO (The National Council for Voluntary Organizations), based in the United Kingdom, <https://knowhownonprofit.org/your-team/volunteers> offers advice and support for voluntary organizations.

GiveGab blogs on volunteer engagement
<https://www.givegab.com/blog/category/volunteer-engagement/>

Volunteer Management Practices and Retention of Volunteers
https://www.nationalservice.gov/pdf/Management_Brief.pdf

46. On the subject of a volunteer promotional ladder, see Cassie Johnson and Angles Alstrom, “How to Retain Your Volunteers and Show Appreciation,” Globalgenes.org. Accessed 10/1/18. https://globalgenes.org/appendix_nonprofit2_1/

47. FindLaw, “Five Top Tips to Keep Nonprofit Volunteers Coming Back,” FindLaw.com, a service of Thomson Reuters. Accessed 10/1/18.
<https://smallbusiness.findlaw.com/incorporation-and-legal-structures/top-five-tips-to-keep-nonprofit-volunteers-coming-back.html>

48. On attracting volunteers based on shared values, see <http://www.pgresources.com/attracting-and-retaining-volunteers/>

On the importance and collection of volunteer feedback, see https://www.nationalservice.gov/sites/default/files/olc/moodle/vista_advanced_volunteer_management_topic_08/view7cc2.html?id=707&chapterid=378

49. Cassie Johnson and Angles Alstrom, “How to Retain Your Volunteers and Show Appreciation,” Globalgenes.org. Accessed 10/1/18.

https://globalgenes.org/appendix_nonprofit2_1/

50. Amy DeVita, Amy, “5 Fatal Volunteer Management Mistakes (And How to Avoid Them!),” (August 30, 2017). TopNonprofits.com. Accessed 10/1/18.

<https://topnonprofits.com/?s=volunteers> TopNonprofits.com is a consulting service website with free resources for nonprofit management.

Additional Resources

Michigan Community Service Commission’s website: <https://www.michigan.gov/mcsc> which also contains information on Days of Service, Volunteer Michigan, Michigan’s Americorps, Governor’s Service Award and Mentor Michigan.

Samaritas Volunteer Handbook and Code of Conduct

<https://www.samaritas.org/Portals/0/Volunteer%20Handbook%20Code%20of%20Conduct%202017.pdf>

Operations Handbooks for Senior Corps programs

<https://www.nationalservice.gov/operations-handbook-appendices>

https://www.energizeinc.com/how_tos_volunteer_management/retention which offers advice on volunteer management

Strategic Volunteer Engagement A Guide for Nonprofit and Public Sector Leaders, Sarah Jane Rehnborg, Ph.D.

<https://www.volunteeralive.org/docs/Strategic%20Volunteer%20Engagement.pdf>

SAC Volunteerism Workgroup Guest Speakers and Contributors

Karen Betley, Director Kalamazoo County Foster Grandparent and Senior Companion Programs—Senior Services of Southwest Michigan, Inc.

Ali Brieske, Development Coordinator, Alzheimer's Association Colorado Chapter

Nancy Carlisi, Senior Director of Volunteer Services—Beaumont Health, Royal Oak, Michigan

Kristina Coby, Volunteer and Community Engagement Director—Michigan Community Services Commission

Kelly Cooper, Executive Secretary/SAC Support, MDHHS, Aging and Adult Services Agency

Jason Frenzel, Certified Volunteer Administrator—Huron River Watershed Council, Ann Arbor, Michigan, and represents the Midwest Region with the Association of Leaders in Volunteer Engagement

Margaret (Peggy) Harless, Former Director RSVP, Catholic Social Services of Washtenaw County, Ann Arbor, Michigan

Todd Greenman, Director of Community and Volunteer Services for the Battle Creek Veterans' Administration Volunteer Programs

Kim Hodge, Founder—Michigan Alliance of TimeBanks/Director—Pontiac Sun (Strong United Neighbors) TimeBank

Philip Lewis, Communications Director, MDHHS, Aging and Adult Services Agency

Rebecca Payne, M.A., Assistant Executive Secretary, MDHHS, Aging and Adult Services Agency

Amanda Reel, Community Impact and Volunteer Center Manager, United Way of Washtenaw County

Cathy Sharp, Director, Corporation of National Community Service—Michigan Office

Karie Thomas, Volunteer Service Coordinator, EightCAP, Inc. Foster Grandparent Programs, Greenville, Michigan

Tracie Wheeler, Volunteer Services Manager and Retired and Senior Volunteer Program (RSVP) Director (Kalamazoo and Calhoun counties)—Senior Services of Southwest Michigan, Inc.

Julie Vander Noot, Volunteer Services Manager—Bronson Methodist Hospital, (Kalamazoo, Battle Creek, South Haven, Lakeview, and Paw-Paw, Michigan)

SAC Volunteerism Workgroup Volunteers Interviewed

Lois Carey, Volunteer, Hospice of Michigan and Area Agency on Aging (AAA) of Western Michigan and Recipient of the Fegal Award from the AAA of Western Michigan, Grand Rapids, Michigan, and the 2018 Blue Cross Blue Shield (BCBS) of Michigan Claude D. Pepper Award

Charles Corwin, SAC Member, Michigan Long Term Care Ombudsman Program Volunteer, and Recipient of the President's Silver Award—2017 RSVP Volunteer, Prudenville, Michigan

Deborah Coleman, Volunteer, Shiawassee Council on Aging—Owosso Senior Center, Owosso, Michigan

Joel Dulyea, Volunteer for Senior Perspectives newsletter, Senior Resources, Muskegon, Michigan

Barbara Ernest, Volunteer, RSVP Program, Alpena, Michigan

James Feliciano, Senior Volunteer of the Year for Marquette, Michigan

James Forrer, President of Helping Angels (a nonprofit organization he formed to assist older adults without families) and Recipient of the 2012 Claude D. Pepper Award and the 2016 Governor Snyder Honorary Tribute and Troy City Council Service Commendation, Troy, Michigan

Howard Griffis, Volunteer, Jackson, Michigan

Joann Hale, Volunteer, Fox Theater, Wayne, Michigan

Ann Henriksen, Volunteer, The Day Center of Evergreen, Holland, Michigan

Orzhelle Johnson, 2018 Michigan Commission on Services to the Aging (CSA) Senior Volunteer of the Year in Service to Others, Grand Rapids, Michigan

Mary Madejczyk, Volunteer, River Valley Senior Center and Meals on Wheels of Southwest Michigan's River Valley Senior Center meal site. (Harbert, Michigan)

Ray Mills, President, Village of Bellaire, Michigan

William Routley, Volunteer and Mecosta County Commissioner and Volunteers within the Aging Network, Big Rapids, Michigan

Rich Swartzendruber, Serves on the Region VII AAA Advisory Council representing the Huron County Commission

Deborah Tomlinson, Volunteer and Coldwater Area Chamber of Commerce 2017 Citizen of the Year

SAC Volunteerism Workgroup Volunteers Interviewed, continued

Terry Tomlinson, Volunteer and Coldwater Area Chamber of Commerce 2017 Citizen of the Year

Gwen Tulk, 2017 CSA Senior Volunteer of the Year for 2017, Nazareth, Michigan

George Wentz, Volunteer, American Red Cross and 2016 Battle Creek Community Continuing Service Award

Cornelius Wilson, 2018 CSA Senior Volunteer of the Year in Community Leadership, Detroit, Michigan

Bob Zucker, Volunteer, Meals on Wheels, St. Johns, Michigan

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