

# MCS 312



## Recruiting the 21st Century Volunteer

<b>Time allotted</b>	50 minutes
<b>Teaching format</b>	Instructor-led discussions with PowerPoint support, 1 Activity

### Resources

<b>Handouts</b>	<ul style="list-style-type: none"><li>• MCS 312 – Measuring Your Relationships – 1 per person</li><li>• MCS 312 – Activity Worksheet – 1 per person/group</li></ul>
<b>Equipment and materials</b>	<ul style="list-style-type: none"><li>• MCS 312 – Recruiting the 21st Century Volunteer course plan</li><li>• MCS 312 – Recruiting the 21st Century Volunteer course PowerPoint presentation</li><li>• Computer and projector</li><li>• Whiteboard or flipchart, appropriate markers, and eraser, if needed</li></ul>
<b>Resources for additional participant learning</b>	<ul style="list-style-type: none"><li>• The New Breed - Understanding and Equipping the 21st Century Volunteer (2012 edition)</li><li>• MCS 312 - Recruitment and Retention: Bridging the Gap (Instructor reference material)</li></ul>

### Course Connections

<b>Connections to other CCS courses</b>	<ul style="list-style-type: none"><li>• BCS 112 – Recruiting Unit Commissioners</li><li>• DCS 512 – Recruiting for Diversity</li><li>• DCS 514 – Building Meaningful Relationships</li><li>• CED 712 – Roster Mining for Recruiting</li></ul>
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### Presentation Outline

**Note to Instructor:** This presentation has a lot of slides (42) for a 50-minute course and so time management will be critical. Many slides (12 – 23 in particular) are to be briefly discussed.

### Introduction and Course Objectives – 2 minutes

All commissioners are responsible for recruiting other commissioners. This course familiarizes commissioners on the considerations and techniques that support recruiting volunteers who represent the generations of the 21st century.

**Introduce the learning objectives, noting that by the end of this session, each participant should...**

- **Understand** the importance of recruiting
- **Describe** the motivations of volunteers
- **Identify** the attributes of a 21st century volunteer
- **Know** a method for recruitment

## **Understand the Importance of Recruiting– 5 minutes**

There is not a council or district in the BSA that doesn't need additional commissioners. Recruiting is a year-round process: We should continually be looking for candidates.

Successful recruiting is far more than just asking someone to serve. How do we identify a great candidate for unit service?

Before going any further, let's talk a bit about what makes a great commissioner. If we can't answer that question, our chances of identifying and recruiting great volunteers for unit service aren't good.

**Instructor note: In slide 3 - while in Slide Show view click on image now. A servant's heart will be revealed. Then continue with next paragraph.**

We can provide training to any volunteer to provide unit service. But I would venture to say that effective unit service needs heart. We can't teach that, so it must be a part of your definition of success for every position you recruit to fill.

We need to recognize that not all commissioners are alike. There are different roles needed to build an effective unit service team.

Sometimes we need a commissioner with wide knowledge and experience to serve multiple types of units, but that's not always the case.

For example, isn't serving a new unit different from serving an established, successful one? What might be differences in passion, potential, and priorities?

Or, perhaps we need someone to champion a new tool or process, such as additional information in my.scouting?

Or a commissioner to serve a new Scouts BSA female unit?

All of these should be considerations as we identify the characteristics of the person we want to recruit. Be sure to be aware of the person's passion for volunteering, and if the potential for success as well as if the prospect can prioritize their time to effectively perform unit service.

### **Why do we ask this question about roles?**

Recruiting volunteers means finding suitable people. Establishing goals for recruiting is an important part of the process.

### **Describe the Motivations of Volunteers – 15 minutes including 10-minute activity**

People volunteer for many reasons, sometimes altruism, sometimes personal, but always for a purpose. For many it's a way of giving back. Have you ever heard someone say, "My mother received excellent care in this hospital, and I want to repay some of that kindness"? Or "When I was growing up, I had a coach who made a difference in my life, and I want to have the same influence on a young boy or girl"?

Some people are uncomfortable with the notion that a volunteer "benefits" from doing volunteer work. There is a long tradition of seeing volunteering as a form of charity, based on selflessness. The best volunteering does involve the desire to serve others, but this does not exclude other motivations, as well.

Think about it: there are only three fundamental reasons that people volunteer: influence, fellowship, achievement.

In preparing to make the ask, make certain that you cover all three points; don't try to determine in advance which will be most attractive. If you cover all three, your candidate will focus on the one that is meaningful. If you address only one and miss their passion, your chances of success drop dramatically.

### **What Types of Motivations Do Volunteers Have?**

Here are some ideas:

- Personal
- Emotional
- Practical
- Professional

The following activity helps the understanding of what these might look like or what a volunteer may say.

## ACTIVITY – 10 minutes

### *Activity – 10 minutes (slides 8 and 9)*

+++If the class is small, this activity might work better as a group brainstorming activity. For a larger class, workgroups would be more effective. Groups of 4-5 would allow each individual to have an opportunity to speak. Distribute class handout – MCS 312 – Activity Worksheet – 1 per person or per group.

For virtual presentation, consider the following strategies:

- The handout may be sent (a) in advance or (b) during class a few minutes prior to when it will be useful so it has time to get to each participant. Another option is to post the handout to a Google Drive, Drop Box, or similar location where participants can access it. The disadvantage of this option is distraction and potential confusion of participants. Posting a link in the chat line is also an option, but it can be distracting and confusing too.
- Use breakout rooms for small groups.
- For the full-class discussion, which might be a discussion of the exercise or a post-breakout debrief, (a) allow participants to just speak up, (b) ask participants to post their responses in the chat line for the facilitator to read aloud, (c) ask participants to raise their hands for the instructor or facilitator to call on, or (d) choose a combination of these options.
- Also for the full-class discussion, change the screen being shared to a blank copy of the Activity Worksheet in MS Word (or another editable format). The instructor

**Introduce the activity by saying:** Looking at the categories:

- What would be some of the actions or reasons a recruit or a current volunteer might do or say in each category?
- What might be a personal, emotional, practical, or professional motivation for considering accepting the invitation to become a commissioner?

Allow 5 minutes for each group to create the list and choose a spokesperson. Allow each group to share a different thought from each category collecting 1 or 2 ideas from a several participants.

Record answers on chart paper or white board. Share information (possible answers) on slide 9.

Sum up the activity: Each prospective commissioner has a motivation to take on the challenges of unit service. It becomes our concern to ensure that the position that they accept will fulfill their expectation.

You might hear: “I’m doing it for the Scouts”  
True! But a bit too simplistic.

Volunteers are not often completely altruistic (and that’s ok). They want something personal from volunteering. We need to make sure they get what they want.

## **Identify the Attributes of the 21st century volunteer– 10 minutes**

### **Engaging and Recruiting**

Recruitment is a carefully planned process. Making personal connections is critical.

The next group of slides introduces a technique for recruitment that has proven to be successful, especially with our 21st century volunteers. Understanding personal motivations helps in engaging and recruiting. It is important to get to know the potential commissioner to make an effective ask and to make connections between the candidate’s interests and skills, and the commissioner position they will serve in.

Ensure you give people engaging opportunities so they get personal satisfaction from taking on the challenges and succeeding.

### **Recruiting the 21st Century Volunteer**

The main focus of this class, Recruiting the 21st Century Volunteer is based on the book: The New Breed: Second Edition, Understanding and Equipping the 21st Century Volunteer, (2012) By Jonathan McKee & Thomas McKee - who are father and son.

There are still plenty of new volunteers around who will get involved, but they don’t look like they used to. The book’s first chapter begins with these words:

- Where have all the volunteers gone?
- Why aren’t people as committed as they used to be?
- What wrong with these young people?
- Why are people so busy these days?

Sound familiar?

### **Who is the New Breed of Volunteer?**

They are probably different from most of us in the room. The real question is IN WHAT WAYS ARE THEY DIFFERENT? Within the decade it has been noted that the recruiting volunteers and the volunteers is different because of many societal changes.

The authors described these changes as Seismic Shifts. *(Read the list quickly –each will be explained in the next slides)*

### Ten Seismic Shifts

- Family dynamics
- Isolation
- Flexibility
- Generations
- Technology
- Professionalism
- Episodic volunteering
- Slacktivism
- Micro-volunteering
- Speed

Let's look at each of these. *(Each of the following descriptors needs to be read without discussion to set the stage for the processes for recruiting)*

- **Family dynamics** – the nuclear family has shriveled. The family of husband and wife, often with only one parent working, has evolved to family having a broad definition. The volunteer pool used to be stay-at-home mothers and retired persons. It has evolved to a pool of persons of all ages and professional responsibilities with at home responsibilities limiting the available time to volunteer.
- **Isolation** – from community to individualism  
People in America choose a fewer number of close friends...they become less likely to be involved in groups that volunteer.
- **Flexibility** – is moving from rigid scheduling to volunteer availability. The volunteer is not the stay-at-home mom like it typically was in the late 20th century. We need to find out how THEY want to be involved and possibly change our job description to match the volunteer's schedule.
- **Generations** – from experienced veterans to novice Gen X and Millennials to....  
Generations look at volunteering differently...for different reasons and make connections differently but effectively.
- **Technology** – allows us to recruit differently, spread our message in different ways and to find ways to use a virtual volunteer.
- **Professionalism** – going from skilled workers to knowledge workers. Knowledge workers want to influence how the volunteer project should be accomplished; not be just “worker bees”.
- **Episodic volunteerism** – from long-term commitments to short time projects such as community hours required to graduate from high school. These look good on resumes.
- **Slacktivism** – from hard work to easy “feel good” tasks. An example would be the bucket challenge which made the cause more visible.
- **Micro-volunteering** – moving from big time commitments to bite-sized projects.
- **Speed** – going from slow movements to fast responses to change.

- How fast do you respond to change?
- How quickly do you respond to shifts in culture? Are you aware of changes in culture?
- Are you able to quickly make decisions?
- Do you respond to volunteer requests quickly?

In summary, the New Breed of Volunteer

- Is very busy
- Has many obligations
- Wants flexibility
- Expects to be empowered
- Is tech-savvy
- Doesn't want to be micromanaged
- Wants to make a difference

**Measuring Your Relationships – Handout: Acuff & Wood “Relationship Pyramid (give one to each participant)**

Unit service is most effective is the commissioner and unit leaders have built a quality relationship:

**ASK:** *How do you know that you have built a **quality** relationship with another individual?*

Jerry Acuff and Wally Wood researched that question in terms of business customers and colleagues and developed the “Relationship Pyramid:” - *The Relationship Edge in Business: Connecting with Customers and Colleagues When It Counts*, Wiley Publishers; 1 edition, April 2, 2004.

As you work through the plan for recruitment, you are working through the levels of the relationship pyramid.

## **A Recruiting Method-15 minutes including a 5-minute activity**

Within the “New Breed” book there is a method described for developing a relationship with a possible volunteer that is called the “Courting Relationship”. Its goal is recruiting volunteers by getting to know them, their passion and potential so that we can match their needs with ours.

Recruiting is like “dating”. Let’s look at a much better way to recruit – the new breed of volunteer.

The first step in this method is called a “first date” and is carefully planned like a real first date. That careful planning will prevent it from being a last date. It is a way to begin a volunteer relationship.

This date is a getting-to-know-you-better time. Make some small talk with a purpose to find out what they like to do, their family, their volunteer commitments and whatever you can use to make connections to their passion and potential. Talk a little about Scouting, our mission as well as the opportunities to tap into the four motivations mentioned before. You can talk over coffee or take them to a Scouting event. The purpose is to know them better and for them to have a window into what you wish them to do.

The second date is the time to discuss the possibilities in unit service with the candidate. It is helpful to share the roles and responsibilities as well as the ongoing training that is available. We need to listen to their questions to understand what they are thinking. If this position does not feel like the best match, could they do a part of a position or be a support in another way?

All volunteers may not be able to say yes at this point. Keep the interaction positive so you can give them some time to think.

### **Dating Rules**

How many times have you heard...Oh.! By the way! It's only an hour a week...which we can all smile when we hear that...but we know it's far from the truth. It's a statement that's part of our culture...but to a new person...it could be a deal breaker.

Remember to carefully explain the expectations and time needed to do the job.

### **Future Dates**

Understand the no. And accept the answer. Sometimes it could be an emphatic NO. In other cases, it may be a not yet. Maybe later...

If the answer is "no", follow up with a phone call or note to thank them for their time. Keep the relationship alive. You should reflect on why you got a "no". Wrong job for this individual? Right job, wrong time? You might want to go back to this individual at another time.

If "maybe" begin a "go-along". Invite them to a meeting or invite them to go with an experienced commissioner to do a unit visit. Demonstrate that this is not overwhelming and that you are there to support and train them. Then when the timing is right, ask again.

If "yes", follow up with a letter. Begin the "go-along". Get them trained. Match them with a unit or whatever job you had in mind for them.

The key is to follow up. Regardless of the answer, follow up. It will pay dividends in the long run.

### **Seven Skills**

So far, we have discussed some important skills to use during the recruiting process.

1. A personal 'ask' can make all the difference.
2. Strategic partnerships. Build your network or recruiting team. Don't go it alone.



3. Short-term...small bites. The more specific the time limit, the more people you'll likely get to join you.
4. Think of a 'no' as an open door to listen carefully to the reasons behind the 'no'.
5. Don't fill the position until you find the person who matches what you are looking for.
6. Recruit specific people for specific roles.
7. Positive volunteer attitude speaks to 'hiring' people who appreciate the understand the mission and the impact of commissioner service.

### **Generations: Two Willing Groups**

The 21st Century has seen the rise of two huge groups that are ready, willing, and excited to help.

- There are the newly retired Baby Boomers and
- The older members of Gen Y (Millennials)...for some of us...our children.

We are not really all that different.

The word 'millennial' is widely bandied around, but the definition is actually so broad that it refers to persons born between 1981 and 1996, who can be undoubtedly at very different life stages. Be sure to include both groups in your search for commissioners.

Next, succession planning cannot be overlooked!

Younger volunteers are our movement's future. We are their coaches and their mentors. Being and staying relevant makes room for all of us. But as we all know...not having succession plans are very problematic. And doing a job in such a way or for too long can make it even more difficult to find that replacement. We often applaud long-tenured unit leaders or those in other volunteer roles...but is that really the best approach?

Remember, recruit for character...not skill. Hire for attitude...train for skill. You can't teach personality. This idea is explained in the clip "You Can't Send a Duck to Eagle School".

#### **Activity: 5 minutes**

Video Clip: "You Can't Send a Duck to Eagle School" (to run video, in the slide show, click on the arrow)

Watch the 3-minute video. After viewing, ask the group what things will be important to remember during the recruiting process? Take a few examples from the participants.

For virtual presentation, when leading a discussion, consider whether to (a) allow participants to just speak up, (b) ask participants to post their responses in the chat line for the facilitator to read aloud, (c) ask participants to raise their hands for the instructor or facilitator to call on, or (d) choose a combination of these options.

## Other Recruiting

Roster mining is a process designed to identify candidates. This method is discussed in depth in CED 712 – Roster Mining for Recruiting.

Remember that recruiting commissioners *is* more than just an ask. It's a year-round process that is most effective when we work together to identify candidates with the characteristics of great commissioners. And Commissioner Tools enables us to work together more efficiently by allowing us to capture and access actionable information about potential candidates.

### Who is responsible for recruiting?

Recruiting isn't the responsibility of every commissioner; it is typically a responsibility of administrative commissioners. But unit commissioners can be one of best resources for identifying great candidates for unit service. They are in our units and engaged with their volunteers. If they understand what makes a great commissioner, they can be on the lookout.

Remember that Commissioner Tools can be a recruiting tool, too. The Unit Priorities and Details section of the Detailed Assessment provides a field into which information on potential commissioner candidates can be entered and for administrative commissioners to review those opportunities.

Effective use of this tool requires training commissioners to use it, but it can be a great way to identify candidates. Simply run the Commissioner Recruitment report in Commissioner Tools to see possible Unit Commissioner Candidates. Watch the videos on how to use Commissioner Tools to see how this is done.

## Retaining the Commissioner

We have engaged and successfully recruited a volunteer. How do we ensure that the commissioner remains in unit service?

- Onboarding - working through the onboarding questions after initial training for a new commissioner - is extremely helpful in making a commissioner more comfortable in their position.
- Training is a variety of way both formal and informal build confidence in the individual.
- Coaching a candidate in a way that allows the new commissioner to problem solve and work collaboratively with the coach.
- Empowerment comes with skill development and confidence supporting the desire to be knowledge workers as described earlier and able to make a difference.
- Recognitions are given when commissioners become more competent and satisfy the desire to achieve a goal and other motivations for volunteer service.
- Accountability enables the new commissioner to feel successful, especially if during the 2nd date the job expectations were clearly presented.

**Read the quote:** *"Volunteering is a key way to engage people not only to deliver critical services but to better understand the issues, to be connected, to be passionate, and to be part of a movement to create lasting change in our communities."*

Quote Reference: *Volunteer Engagement 2.0 - Ideas and insights changing the world, May 2015,*  
Edited by Robert J. Rosenthal, Introduction by Greg Baldwin  
-VolunteerMatch.org

## **Summary/Conclusion – 2 minutes**

**As an outcome of this course each participant should now:**

- Understand the importance of recruiting
- Be able to describe the motivations of volunteers
- Identify the attributes of the 21st Century volunteer
- Know a method for recruiting

It is important to take on the challenge of recruiting new commissioners. Work together with the commissioner team to create a plan and work your plan. Use the ideas within this course and others you can find at [Scouting.org/commissioners](https://scouting.org/commissioners) in the Recruitment link.

## **Questions? – 1 minute**