

Gain – Train – Retain:  
Volunteer  
Management  
Workshop for  
UVM Extension  
Master Gardener &  
Composter Project  
Leaders

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THE UNIVERSITY OF VERMONT  
**EXTENSION**

## What you want



**How do we attract younger volunteers?**

**How to keep a volunteer list.**

**What are some strategies for bringing in new recruits?**

**What kinds of support do volunteers need most?**

**How formal should the on boarding process be?**

**How do I make volunteers feel valued?**

**How to get volunteers who are willing to work in a leadership position**

**How do I engage them beyond weeding and physical maintenance?**

**How to get them started and with enthusiasm and wanting to stay with the project until finished.**

**How to keep volunteers engaged**

## Run of show

1. Your people are your organization
2. What volunteers want
3. Top tools as a volunteer leader - *how* you act makes a difference.



# Myths of Volunteer Management



Anyone can manage  
volunteers



You don't need  
much time to  
manage volunteers



You don't need  
leaders; volunteers  
manage themselves

Your people are  
your  
organization.

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Volunteers:  
Unpaid staff



# Guiding Principles for Volunteer Involvement

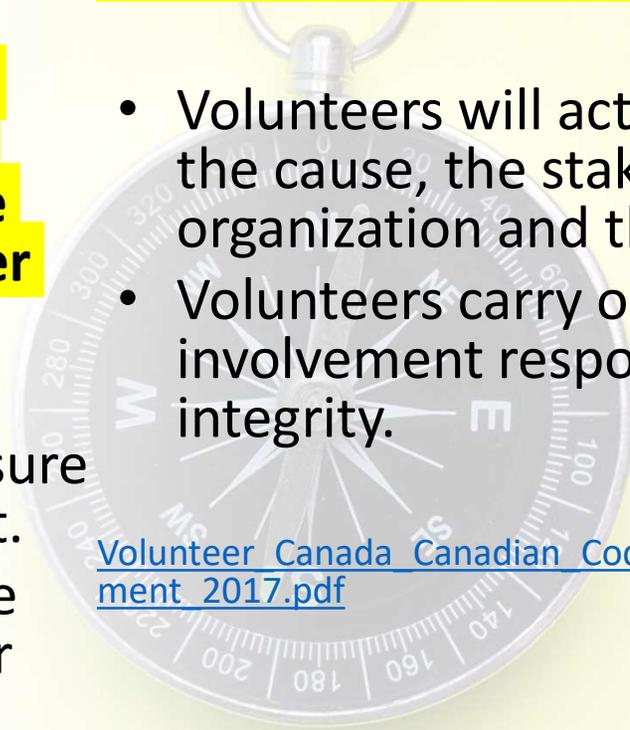
**Volunteers have rights. Recognize that volunteers are a vital human resource. Commit the appropriate infrastructure to support volunteer involvement.**

- The organization's practices ensure effective volunteer involvement.
- The organization provides a safe and supportive environment for volunteers.

**Volunteers have responsibilities. Volunteers make a commitment and are accountable to the organization.**

- Volunteers will act with respect for the cause, the stakeholders, the organization and the community.
- Volunteers carry out their involvement responsibly and with integrity.

[Volunteer Canada Canadian Code for Volunteer Involvement 2017.pdf](#)





## **Volunteers and the organization**

- Vision, mission, and values
- Strategic plan
- Governance
  - Policy
  - Procedure
- Programming success
- Job descriptions / clear duties

[Volunteer Canada Canadian Code for Volunteer Involvement 2017.pdf](#)

## Volunteer Portal



### For Our Volunteers

This portal, designed for our volunteers, contains everything you need to know about volunteering.

Master Gardener & Composter volunteers are leaders who partner with local community groups to create access to plants and green space for health and wellbeing, to grow and distribute local food, to create resilient landscapes, to promote invasive species management, to educate on ways to help wildlife/pollinators, and to teach their communities how to compost and maintain healthy soil ecology.

[Volunteer Portal](#) | [Extension Community Horticulture](#) | [The University of Vermont \(uvm.edu\)](#)

[BENEFITS](#)

[HALL OF FAME](#)

[CLOTHING](#)

[CHAPTERS](#)

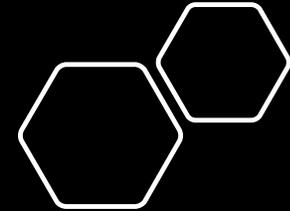
[FORMS](#)

[HANDBOOK](#)

[VOLUNTEER PROJECT GUIDELINES & OPPORTUNITIES](#)

[YOUTH PROTECTION](#)

[TRANSFERRING OR REACTIVATING](#)



# Volunteer Handbook

What is Extension?  
What is a Master Gardener or Composter?  
Organizational Structure  
Volunteer Chapters  
Volunteer Listserv Guidelines  
Earning Master Gardener Certification

## **Volunteer Terms Of Service**

Maintaining Certification  
What if I cannot volunteer?  
Volunteer Opportunities  
Reporting Volunteer Hours  
Reporting Continuing Education Hours  
Dismissal Policy  
Opportunities for Future Growth  
Frequently Asked Volunteer Questions



**Volunteering requirement**  
**Local chapter meetings**  
**Ask A Master Gardener**  
**Outreach Tables**  
**Reporting Volunteer Hours**  
**Active vs. Alumni Policy**  
**Canceling your Commitment**  
**Volunteering on private property**  
**Volunteering for other**  
**organization's fundraising**  
**efforts**  
**Personal Solicitation**  
**Endorsement**

What  
volunteers  
want



What do *you* get from  
volunteering? What  
keeps you going?

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## **Volunteers**

- Well-being
- Professional development
- Skills development
- Belonging
- Oh, so much more!

## **Organizations**

- Capacity
- Access to skills
- Community engagement
- Diversity

## **Neighborhoods**

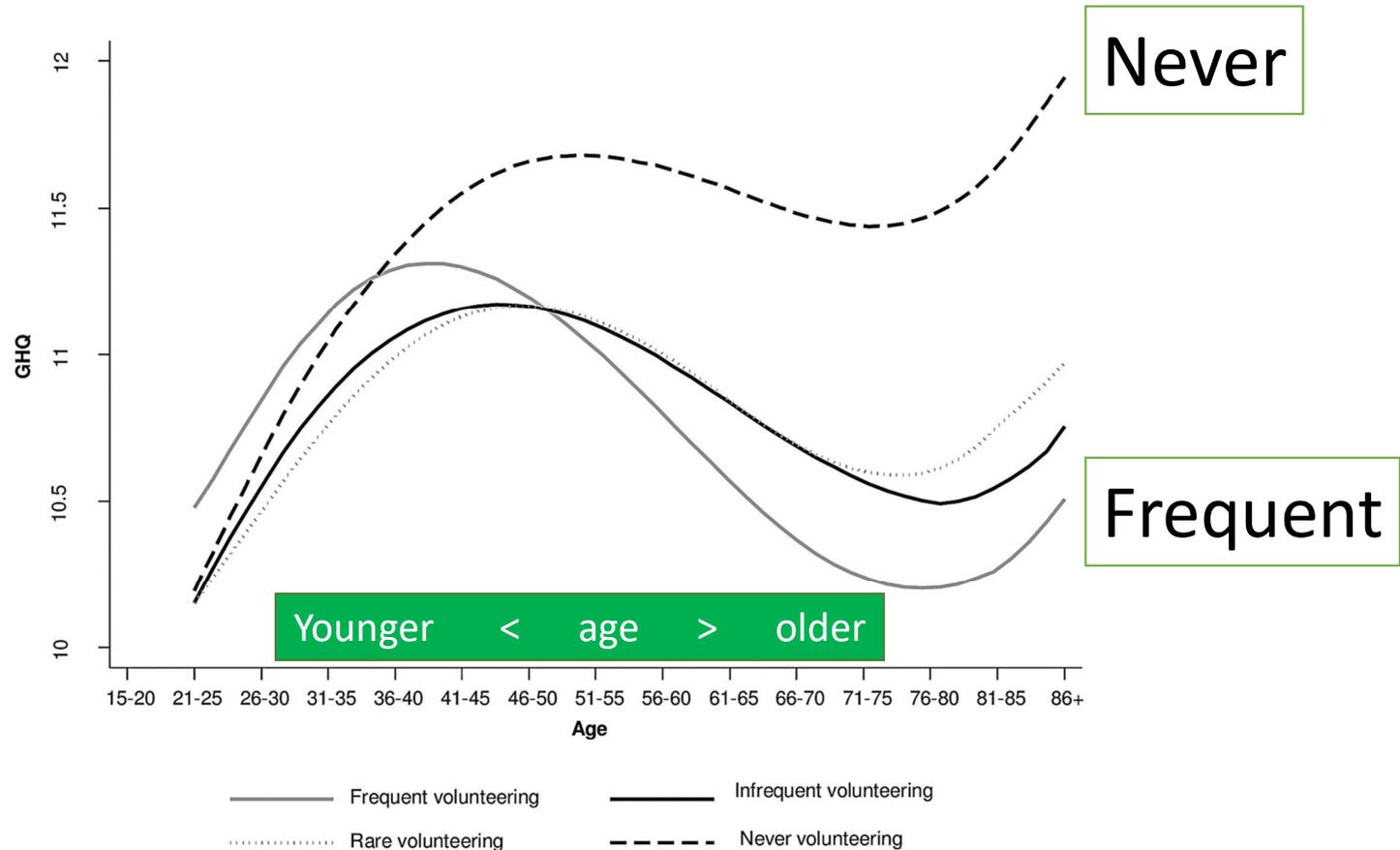
- Resiliency
- Leadership
- Cohesion
- Social inclusion

[VC ValueOfVolunteering\\_E](#)



**Mental well-being** was measured by using the General Health Questionnaire (GHQ-12 or GHQ); **high values denote high mental disorder.**

Trajectories in GHQ scores by volunteering status and age, BHPS (1996–2008).

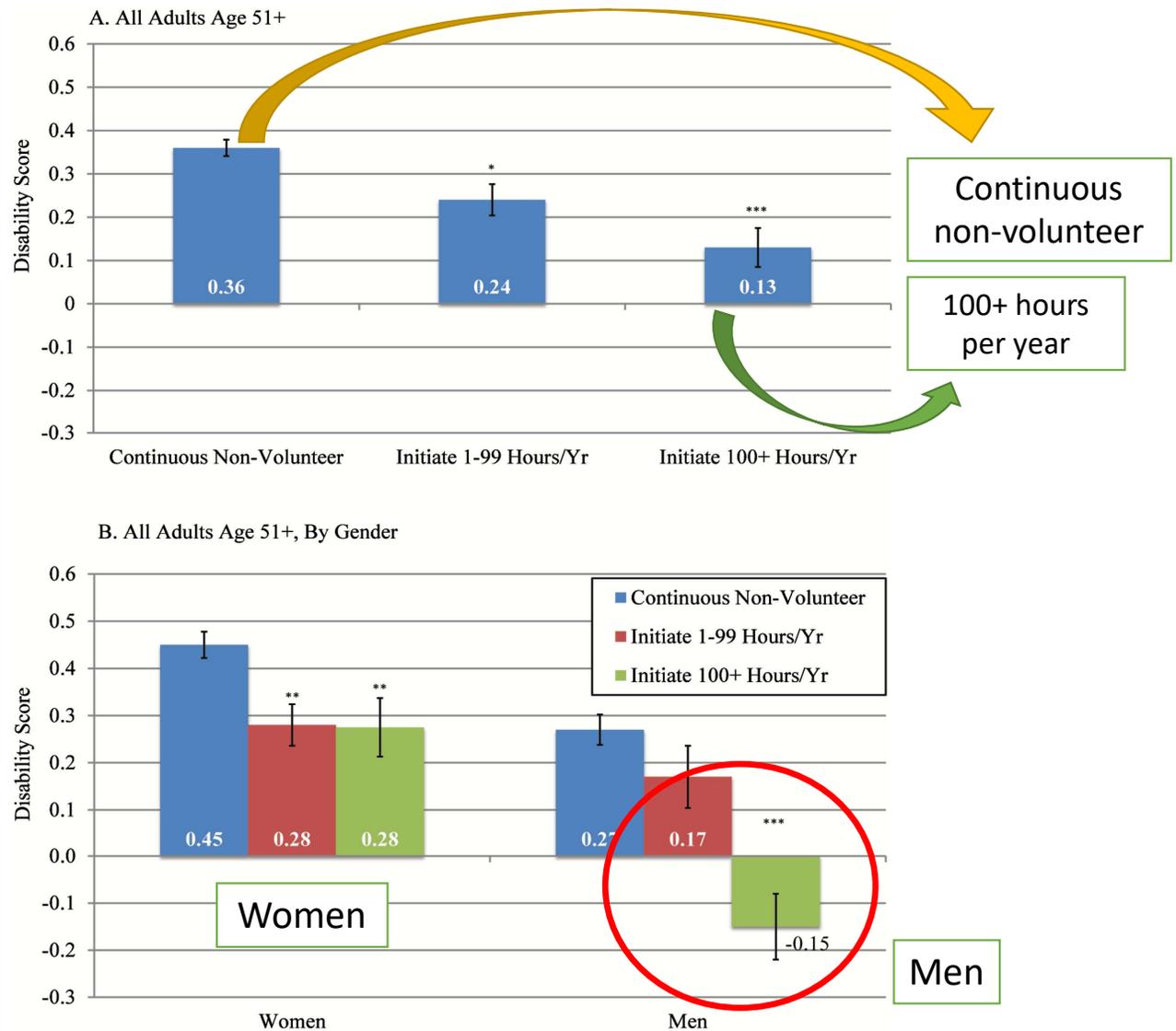


<https://bmjopen.bmj.com/content/6/8/e011327>

Faiza Tabassum et al. *BMJ Open* 2016;6:e011327

**Figure 1.** Estimated increase in disability scores associated with intensity of new volunteer engagement. (A) All adults ...

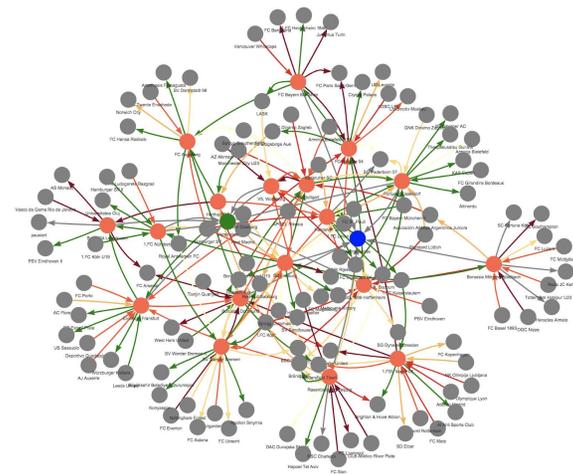
**Physical well-being** “Our measure of disability is based on a standard measure of functional limitations, a composite sum of six indicators in which individuals self-report their ability to perform several physical tasks: walking one block, climbing one flight of stairs, stooping or kneeling, lifting or carrying 10 pounds, picking a dime up off the ground, and pushing or pulling a large object.”



## [Ten professional development benefits of volunteering | CharityVillage](#)

Some reasons that you may use to pitch your story to prospective and returning volunteers...

1. Volunteering offers **incredible networking opportunities.**
2. Volunteering helps you **retain and sharpen old skills.**
3. Volunteering is the perfect place to **develop new skills.**
4. Volunteering offers opportunities to **practice skills** in a relatively risk-free environment.



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5. Volunteering can help you **expand your horizons**.
  6. Volunteering give you the **satisfaction of knowing you are doing good** and being involved in your community.
  7. Volunteering can be **energizing/renewing**.
  8. Volunteering **demonstrates** workplace skills/management skills/customer service skills/leadership **skills** that can be **documented in a resume**.

**9. Volunteering can create leaders (like you!).** Managing a group of volunteers is not the same as managing employees. Volunteer groups are often groups of peers, and they respond more to leadership than management. You will have opportunities to lead by persuasion, innovation and your ideas and ideals. Working in volunteer settings will help you learn strategic thinking, change management and conflict resolution skills. You will learn about your community, about trends and issues, about people and about resources. All of which can help you develop your leadership potential.





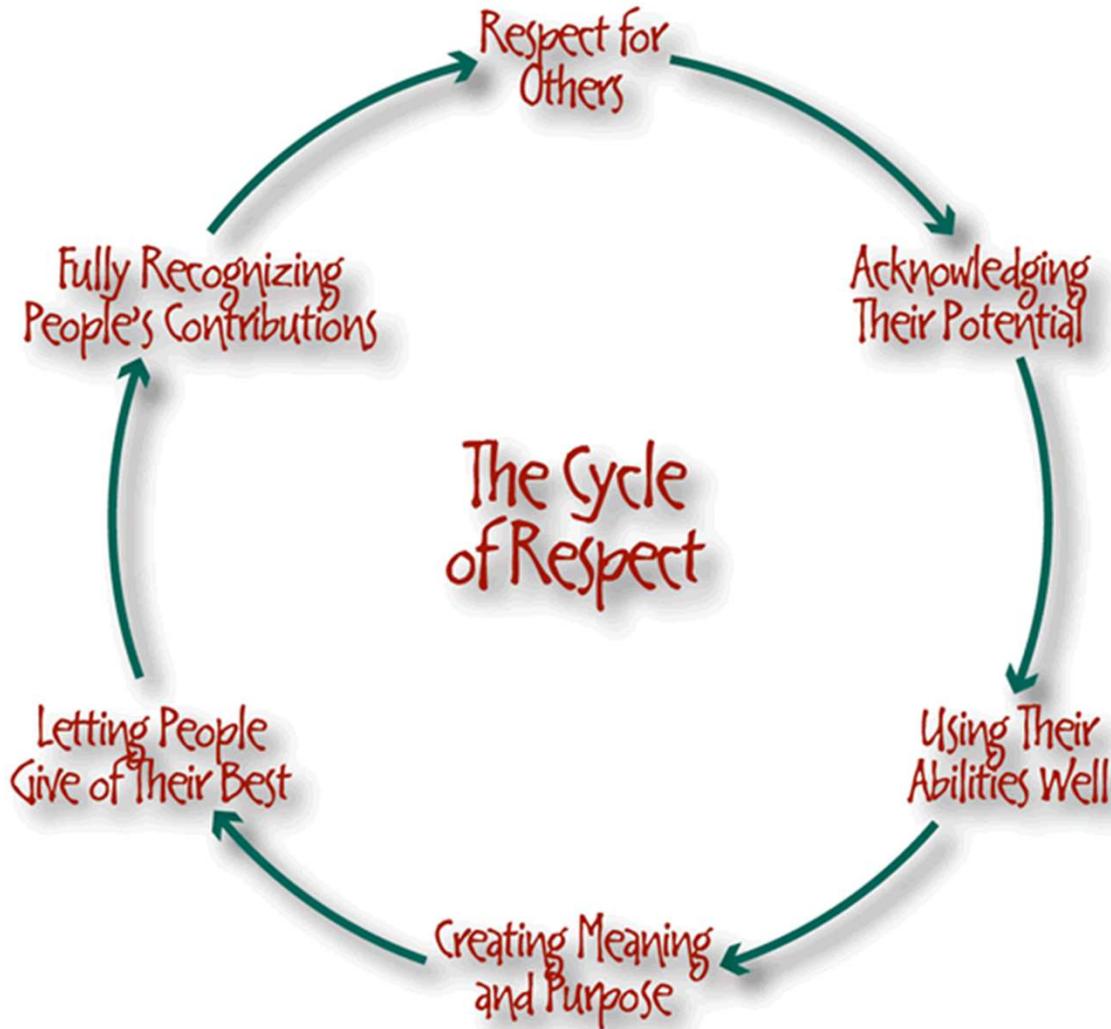
**75%** of working American millennials surveyed said they would volunteer more often if they had a better understanding of the impact they were making, compared to **61%** of all respondents.

**From MG website; MG must address critical issues.**

“As a public service, "Extension Master Gardening or Composting" must be relevant to the larger issues facing society--*protecting environmental quality, addressing hunger and obesity, building strong neighborhoods, and growing healthy children.*”

Top tools as a  
volunteer  
leader. How  
you act makes  
a difference.





# R-E-S-P-E-C-T

"People want to be recognized for being a good teammate and for their unique contributions," he said. "Leaders should recognize them privately and publicly in front of their peers at work."

"The future of leadership is understanding that people don't want a better job—they want a better life. And you play a huge part in that."

Is the 'Hidden Resignation' Hurting Your Company?  
By Stephanie Vozza  
April 13, 2022

[Is the 'Hidden Resignation' Hurting Your Company? \(shrm.org\)](https://www.shrm.org)



Number one reason people volunteer is because they are asked!



## Volunteer Retention Best Practices

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- Volunteers feel valued; you show appreciation
- Their time is well worth it
- They being used efficiently
- Their skills are being used and built
- Training and investment in them sufficient
- Increasing responsibility
- Personal relationships are formed

## **Words of Affirmation**

Praise for  
Accomplishments/Praise for  
Personality

## **Quality Time**

Quality Conversation/Shared  
Experiences/Small Group  
Dialogue/ Working in close  
physical proximity with  
co-workers in accomplishing a  
project

## **Acts of Service**

Helping out/Pitching In

## **Tangible Gifts**

Give gifts to those who appreciate  
them.

Give a gift that is OF VALUE to the  
person receiving it.

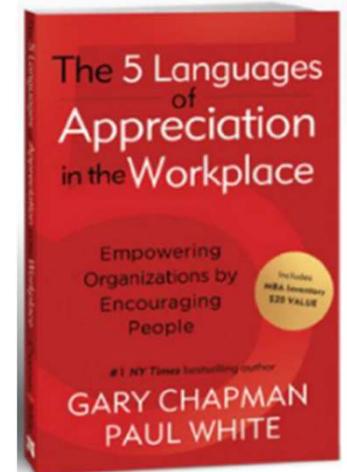
## **Physical Touch\***

High Five

Firm Hand-shake

Pat on the back

*“We must learn from the person  
we are touching what he or she  
perceives as an affirming touch”*



Chapman, G., White, P., The 5 Languages of Appreciation in the Workplace  
<http://www.appreciationatwork.com/>

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# Managing



Plans *how and when*.

Power based on **position**.

Does **things correctly**.

Does not want to experience **anarchy**.

**Plans**, budgets, and designs detail steps.

Demonstrates **skills** in technical **competence, administration, & supervision**.

# Leading

Asks *what and why*.

Power based on **influence**.

Does the **correct thing**.

Does not want to experience **inertia**.

**Develops** the **vision** & strategies to achieve it.

Demonstrates **skills** in selling the **vision**, dealing with **ambiguity, & persuasion**.



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# Five practices of exemplary leadership

(Kouzes and Posner)

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1

*Model the way*

2

*Inspire a shared vision*

3

*Challenge the process*

4

*Enable others to act*

5

*Encourage the heart*

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## ***Model the way***

*Inspire a shared vision*

*Challenge the process*

*Enable others to act*

*Encourage the heart*



Do what you say you are going to do.

Discuss personal and shared values.

Measure important things.

Be willing to do some of the hard things you ask others to do.

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*Model the way*

***Inspire a shared  
vision***

*Challenge the process*

*Enable others to act*

*Encourage the heart*



Speak positively.

Listen first and often.

Keep your eye on the big picture.

With others' feedback and  
contributions, create a vision.

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*Model the way*

*Inspire a shared vision*

***Challenge the process***

*Enable others to act*

*Encourage the heart*



Question the status quo.

Find something that needs fixing.

Model risk-taking.

Add adventure and challenge to the work process.

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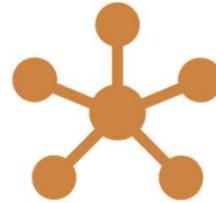
*Model the way*

*Inspire a shared vision*

*Challenge the process*

***Enable others to act***

*Encourage the heart*



Increase connections with the people you work with.

Share, don't hoard, information.

Give power and opportunity to others.

Collaborate with others to solve problems.

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*Model the way*

*Inspire a shared vision*

*Challenge the process*

*Enable others to act*

***Encourage the heart***



Catch people doing things right.

Celebrate success with creative awards and personal recognition.

Coach others by being clear about strengths and weaknesses.

Find ways to make work fun.

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Thank you.

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