



Managing Volunteer Success

2017 Package



Welcome to Managing Volunteer Success!

We put a lot of faith into our Crew Coordinators.

You are leaders in the Festival community, and are expected to take on a plethora of responsibilities, including: team communication, scheduling, training, team building, and supervision. One of the hardest parts of this role is when frontline volunteers aren't quite making the cut, and tough decisions need to be made.

But how do you know what is a serious incident vs. a simple coaching solution?

Managing Volunteer Success is here to help. This package is meant to give you the resources you need to confidently navigate through conflict situations that you may encounter.

Yours in happy and healthy volunteering,

-Emily, Ed & Lawna

Volunteer Services Team

Before we get started, remember that we are always here for you. Below is the contact information for the Volunteer Services team. If you ever have questions or concerns about anything volunteer related, do not hesitate to contact us!

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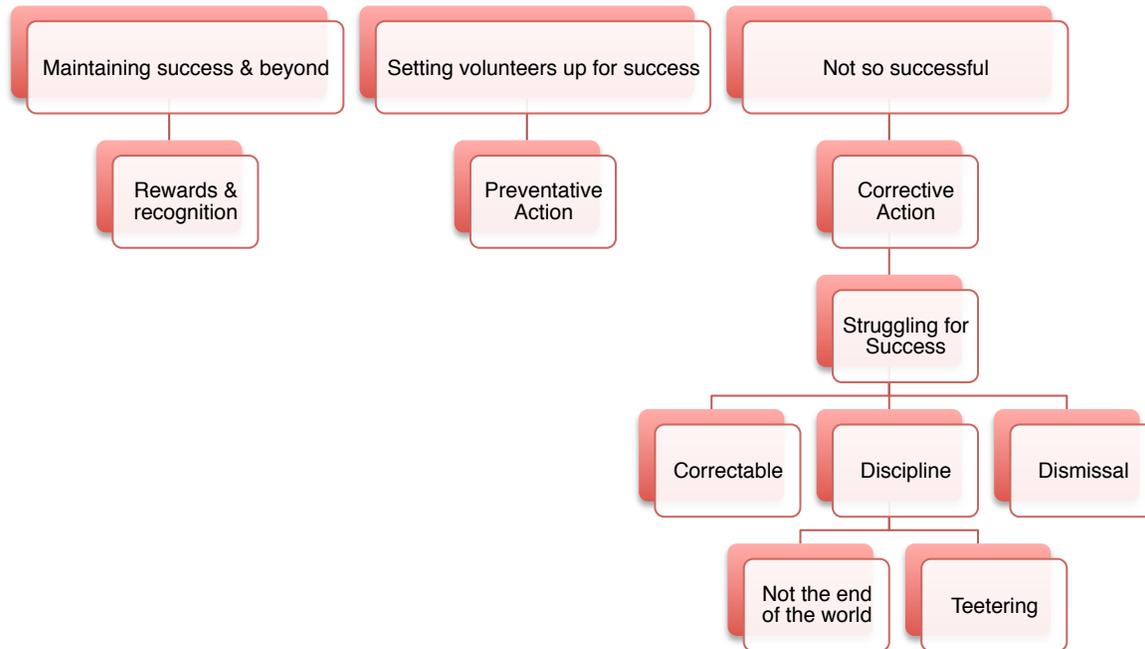
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The Performance Continuum



Setting Volunteers up for Success

We can't expect all volunteers to perform the same way or with the same enthusiasm. We can, however, expect them to meet the minimum expectations laid out for them in the CFMF Volunteer Contract, crew job descriptions, etc. It is up to us to provide volunteers with proper information, so they are set up for success.

Provide Ample Information

- Volunteer orientation
- Position descriptions
- Opportunities to ask questions
- Volunteer handbook

Offer Training Opportunities

- Pre-Festival certifications
- Crew meetings
- Site walk
- On-site coaching



Maintaining Success & Beyond

When a person is rewarded, they learn to repeat the action that got them positive praise. This is why we work so hard to keep our volunteers happy. A happy volunteer is often a hard working volunteer, and boy do we love hard working volunteers!

Reinforce Satisfactory Performance

- Recognize when volunteers meet crew expectations

Reward Extraordinary Performance & Commitment

- Reward volunteers when they exceed crew expectations

It's important to recognize when volunteers meet crew expectations, but try not to establish a system of rewards for simply meeting the expectations volunteers have agreed to. This will prevent entitlement problems in the future.

Recognizing Successful Volunteers

How do you recognize successful volunteers?

What do you struggle with in the recognition process?



‘Not so Successful’ Volunteers

Let’s talk about the hard part of a Crew Coordinator’s role: addressing performance issues.

Fears & Apprehensions

What prevents you (or scares you) from addressing performance issues?

The Consequences of Error

Magnitude Range



When a volunteer has made an infraction, where it falls in the above chart will help you decide what your course of action will be. You may move all over the continuum with one volunteer – you might not start at the beginning or finish at the end.

It is important to take action whenever there is a performance issue, no matter how great or small the magnitude. Ignoring a performance issue can result in more serious problems in the future.



‘Let’s Talk...’

Not every situation will require serious consequences (full removal from the volunteer program), nor will it always require CFMF staff involvement. Offering coaching and support, and providing awareness of a problem are the first steps to helping a struggling volunteer.

What are some situations where non-disciplinary intervention is appropriate?

When to Intervene

Choosing an appropriate time to intervene is important, and can mean the difference between a volunteer feeling ‘safe and heard’, to feeling ‘singled out and embarrassed’.

Consider the severity of the issue, and determine when is best to talk to the volunteer, and if another Crew Coordinator or support staff should be present.

How to Intervene

- Identify, discuss & negotiate
- Retain or redirect
- Duty or crew change
- Buddy system
- Consistent monitoring



When Coaching Not Enough

Formal intervention is required when the infraction is more severe or information methods have not worked. In this situation, it is important to be very clear that you are addressing a performance issue, and to outline a 'Performance Plan.'

Making a Performance Plan

- Describe what the problem is & keep to the facts
- Describe the behaviour changes needed to achieve success & offer support
- Ask if the volunteer anticipates any challenges in meeting the expectations
- Agree on action steps, confirm a time frame & document it
- Give the volunteer a chance to improve and follow up

When Planning's Not Enough

When formal intervention is required, you should provide increasingly serious consequences each time the volunteer requires follow up.

Progressive Discipline

- Verbal Warning
- Written Warning
- Suspension
- Dismissal

Principles of Progressive Discipline

- Discipline should aim for success
- Discipline should increase in severity
- Process should allow opportunity to improve before moving onto subsequent steps
- Can repeat steps to provide opportunity for improvement
- Can skip steps, if severity of transgression warrants



‘...and that will be your badge.’

What are the grounds for immediate dismissal?

What criteria need to be met for rightful dismissal?

- Must be able to prove charges against the volunteer
- Charges must be sufficient to warrant discharge
- Cause must be related to the job performance
- Proper disciplinary procedures must have been followed

What do you need to do in the case of an immediate dismissal?

- Call your Area Manager & Volunteer Manager as soon as the infraction occurs
- Wait for your Area Manager & Volunteer Manager to arrive
- The Volunteer Manager will make the final decision as to if an immediate dismissal is warranted
- Complete an incident report immediately

Immediate Dismissal Guidelines

- If it is necessary, do it
- If it is necessary, do it without delay
- Be quick, direct & absolute
- Make statements, do not argue
- Do not counsel
- Be compassionate, but relinquish the friendship



Tools for Doing the Job

It is always better to be proactive rather than reactive. Know what is expected of you and your volunteers, so you are up to speed if an incident occurs.

Do your Homework

- Know the policies & processes ahead of time
- Ask for support when you need it
- Offer support when you see a need for it
- Know the Festival's expectations of the volunteers

Crew Coordinator Expectations

- Inform
- Recognize
- Intervene
- Document
- Ask for help & support
- Follow up on all performance issues in a timely manner



Additional Resources

Volunteer Responsibility Review

Identify

- What is the situation?
- Is it a major concern that requires the Volunteer Manager?
- Is it a minor incident that can be solved between the Volunteer and Coordinator/Manager?
- What specifically would you like the Volunteer to do differently to fulfill their volunteer responsibilities?
 - Show up on time, don't smoke on shift, write neatly, etc.
- How are you going to communicate this to them?

Address

- Interview the Volunteer to inform them that their performance is unsatisfactory and ensure they understand what is expected.
 - Issues should be addressed on Island and documented with an Incident Report and noted in the Coordinator's Report
- Give specific examples of what can be improved. It should be behavior focused.
 - **Do say:** The cash sheet needs to be filled out correctly to ensure that the auditor's requirements are met. Your handwriting must be legible and all the columns must be filled in like the example. Please write neatly and complete the whole form.
 - **Don't say:** This cash sheet is a sloppy mess. No one could read this chicken scratch. You better write neat so our auditors can read it.
- Inform the Volunteer of the consequences if the standard of performance is not measured
 - **Minor consequence:** Being reassigned to a different crew.
 - **Major Consequence:** Not returning to the festival. *This involves the Volunteer Manager.*



- Ask for Volunteer feedback to ensure that they understand what needs to change.
- Let the Volunteer know that you will be monitoring their performance.

Monitor

- Casually observe the Volunteer and tell them if they are doing something wrong. Also, document everything, so the Volunteer Manager has support when addressing the incident.
- If the Volunteer has improved, let them know specifically what he is doing better.

Evaluate

- If the Volunteer improved, and you think they work well on your crew, invite them back.
- The Volunteer Services Team will assist the Crew Coordinator if the Volunteer needs to be transferred to another crew or not considered as a volunteer next year. This must be done during the festival.

The New Sensitive Leader

Patience - Taking a long term view

Humility - Seeking to serve others and to share credit

Inclusiveness - Soliciting and listening to many voices

Vulnerability - Owning up to one's limitations and asking for help

Generosity - Being liberal with time, contacts, advice and support

Empathy - Being sensitive to the thoughts and feelings of others

Balance - Giving life, as well as work, it's due

3 Ways to Assist Others in being the Best they can be

- Clearly identify expectations
- Everyone benefits from knowing they are valued and are recognized for their efforts
- Create an Environment of Acceptance



10 Truths of Leadership and Personal Growth

1. **Believe in yourself**, your ability to make a difference and that you can have a positive impact on others.
2. **Credibility**. Others have to believe in you if they are expected to listen and follow you.
3. **Values drive commitment**. To build alignments with others, discover what they value and share what you stand for and believe in.
4. The capacity to **imagine and articulate exciting future possibilities**, the long-term perspective.
5. The ability to recognize and utilize the talent and support of others. **You can't do everything alone!**
6. **Trust** is the social glue that holds individuals and groups together. The level of trust others have in you determines the amount of influence you have; earn their trust by giving yours.
7. **Adversity tests you**. It is an opportunity for personal discovery, revealing to yourself and others your commitment and values, achievements are associated with meeting the invariable challenges of change, challenge provides an opportunity for growth and achievement.
8. Be the person you expect others to be. **Lead by example**. Role model the values and actions you espouse. Admit to your mistakes. Learn from your missteps.
9. **Be open to improving your skill levels**. Everyone has the ability to become better at what they do, including being a better leader, but it takes time, attention, practice and feedback, as well as good coaching and the willingness to ask for support.
10. **Love what you do**, and look out for the people you serve and work with. This should be the motivation behind why you have chosen any given path or direction. Show your appreciation for the efforts of others and assist them in feeling good about what they do and their importance to you and your mutual mission.



The Eleven Commandments of an Effective Team

1. Help each other to be right...not wrong
2. Look for ways to make new ideas work...not for reasons they won't
3. If in doubt...check it out! Don't make negative assumptions about each other
4. Help each other win and take pride in each other's victories
5. Speak positively about each other and your organization at every opportunity
6. Maintain a positive mental attitude no matter what the circumstances
7. Act with initiative and courage as if it all depends on you
8. Do everything with enthusiasm...it's contagious
9. Whatever you want...give it away
10. Don't lose faith...never give up
11. Have fun!

How to be a Good Listener

- Strive to understand
- Restate & paraphrase
- Be patient
- Be clear
- Focus on what is being said
- Question to seek clarity
- Acknowledge what is said



Spotting Problems Early

Stop wasting time, be direct, ask, "What is the problem?"

- What is the difference between what is being done and what is expected?
- Describe your proof
- How reliable is your proof?

Performance discrepancies

- Are they significant / important, why? To whom?
- What will happen if you do nothing?
- Is it worth taking the time to make the problem better?

Performance problems resulting from a lack of skill

- Is the vol.'s doing the work, tasks / duties correctly a matter of life or death? Are your expectations too high?
- Evaluate skills, are they adequate or are they below an acceptable standard?

Evaluating past performance

- Is it better? When? What were the commonalities with everyone's performance?
- Have the current volunteers forgotten what is expected of them or what they were trained to do?
- It's been a year since last the festival, everyone needs a refresher on what is expected
- Do volunteers get feedback on how they are doing?
- How is this communicated to them?
- Do they volunteers find the way this feedback is communicated, effective, sufficient and valuable?

Better ways to do things

- Is there another process that will get the job done?
- Can the vol. learn / relearn the task by watching others?
- Can the process be changed or improved in some way?



Having what it takes to be successful at doing the job, what does it take?

- Is the volunteer's physical and / or mental potential, strong enough?
- Are they qualified? are you expecting too much?

Performance and punishment, is the performance being punished?

- What is in it for the vol. to do it right?
- Is the work, task / duties somehow self-punishing?
- Is there a reason not to perform well?

When not doing the job gets rewarded

- Have there been rewards in the past for doing the job wrong?
- Does doing it wrong draw attention to the vol.
- Does the vol. worry less, have less anxiety and tension or get less tired if they do less work?

Doing it right matters

- Is there a favourable outcome for doing it right?
- Are there consequences for not doing it right?
- Is there pride in doing the work, tasks / duties?
- Is there any status or lack of it, connected with the job?

Obstacles to high performance

- Do volunteers know what is expected?
- Do they know when it is expected?
- Is competition making the work, tasks / duties too difficult?
- Are time and tools available?
- Is the work, tasks / duties a mess and disorganized?

Limitations on possible solutions

- Are there solutions that would be considered unacceptable to the Folk Festival?
- Do coordinators / managers have preferred solutions? Are they open to suggestions for improvement by front line volunteers?