Highly Skilled with Time on Their Hands:

Best Practices for using the

Newly Retired in

Volunteering

by

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A Research Paper
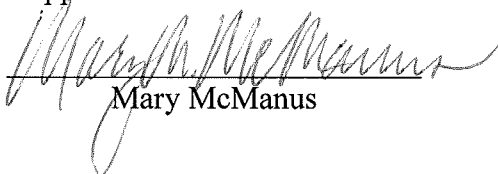Submitted in Partial Fulfillment of the
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ABSTRACT

Seventy-seven million people will be retiring in the next twenty years. Close attention

needs to be paid to the quality of life and the volunteer opportunities available to this highly

skilled volunteer workforce. This project addresses the need to improve the volunteer programs

throughout the nation to better utilize these potential volunteers.

The project goals are to provide healthcare organizations which utilize volunteers with

methods to engage this emerging volunteer workforce. Additionally, the types of organizational

structure, leadership and administrative support needed by healthcare organizations will be

identified. Lastly, the top ten priorities for organizational change will be identified as keys to the

successful recruitment and retention of this new volunteer.

Best practices are identified through the use of a survey of healthcare Directors of

Volunteer Services. A literature review focused on the baby boomer generation further supports

the best practice data. The findings will be disseminated by posting them to the national listserv of the Association of Healthcare Volunteer Resource Professionals (AHVRP). It will also be submitted to the AHVRP web site for publication. Additionally, the information will be presented at the Wisconsin Association of Volunteer Services Directors at the state conference in 2009.

This project will benefit the Healthcare Volunteer Management profession by providing additional knowledge and tools necessary to engage the upcoming volunteer workforce.

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Chapter I: Introduction

Statement of the Problem

The problem is to identify demographic trends, volunteers' needs and organizational support required to utilize skilled new retiree volunteers in the healthcare industry. The baby boomer generation is creating a large volunteer workforce that comes with high expectations and skills and with a desire to have more of an impact than at any other time in our history. At the same time, organizations face decreased financial support for their paid services and thus rely more heavily on the volunteer workforce to continue those services. Organizational capacity to utilize this workforce is dependent on its ability and willingness to support the infrastructure needed for the programs.

Purpose of the Study

The purpose of the study is to provide information about methods needed to engage the emerging volunteer workforce. These methods include healthcare organizational structure, leadership and administrative support. The study also offers ten best practices used to recruit, train and retain the very competent retiree volunteer.

Assumptions of the Study

The overall assumptions of the study are:

1. All volunteer programs surveyed are fully operational.

2. All volunteer programs surveyed actively participate in recruitment, training and retention efforts.

3. The emerging volunteer workforce increase is due to baby boomers rapidly changing lifestyle. Life expectancy increases and skill sets gained from employment impact volunteers' expectations.

Definition of Terms

　　AHVRP- are the initials for Association of Health Care Volunteer Resource Professionals.

　　Education- refers to structured formal educational opportunities implemented by experts on the subject.

　　Organizational support - is the resources for retention of the volunteer workforce. This could come in the form of staffing, financial resources, professional development, technology, recognition gifts, employee health screenings and ongoing educational opportunities for volunteers.

　　Recruitment- is the use of informal and formal targeted marketing tools implemented to entice individuals to participate as a volunteer.

　　Retention refers to the ability of the organization to keep volunteers on a long term basis.

　　Social Engagement - is the extension of our relationships beyond ourselves and into the larger community.

　　Volunteering - is based on Penner's (2002) definition of volunteering as "long-term, planned prosocial behaviors that benefit strangers and occur within an organizational setting".

　　WADVS - are the initials for Wisconsin Association of Directors of Volunteer Services.

Limitations of the Study

　　The major limitations of this study include the following:

　　1. There is a limited amount of literature available about the best practices in using the highly skilled healthcare volunteer workforce of the future.

　　2. The survey used here is limited to the Wisconsin Association of Directors of Volunteer Services. Data may be different in other states across the nation.

Methodology

The remainder of the paper presents a literature review of information in relation to the newly retired volunteer workforce. A survey was conducted regarding current practices in Healthcare volunteer management. The results are listed in tables throughout the paper. Finally, recommendations are noted for future growth the new retiree healthcare volunteer workforce.

Chapter II: Literature Review

The Bureau of Labor Statistics of the United States Department of Labor reported in March of 2008 about 60.8 million people volunteered through or for an organization at least once between September 2006 and September 2007. The proportion of the population who volunteered, 26.2%, is a decline of 2.1 percentage points from the prior year. The volunteer rate had held constant at 28.8% from 2003 through 2005, after rising slightly from its 2002 level of 27.4% (The Bureau of Labor Statistics, 2008).

Individuals with higher levels of educational attainment volunteered at higher rates than did those with less education. Among persons age 25 and over, more than 4 in 10 college graduates volunteered compared with fewer than 2 in 10 high school graduates and almost 1 in 10 of those with less than a high school diploma. The volunteer rate of college graduates of each gender declined more than did that of individuals of that gender with lower levels of education (*Volunteering in the United States,* 2009).

The Bureau of Labor Statistics estimates that there are approximately 77 million citizens born between 1946 and 1964. In 2005, 33.2% of this group volunteered for formal organizations. Based on Bureau of Labor Statistics data, the numbers of volunteers aged 65 and older will increase 50 percent over the next 13 years. The numbers continue to rise with the youngest boomers reaching age 65 in 2029 (The Bureau of Labor Statistics, 2008). The Harvard report *Reinventing Aging* (2004) states:

Volunteering is not an isolated activity. Instead, it is a reflection of an underlying quality of social connectedness that may manifest itself in many ways: through work or social life, formal community service or informal helping, secular civic engagement or faith-based good works. Social connectedness is also strongly associated with the health and

welfare of the individuals in a community, which is a necessary precondition for engaging in community service (Berkman et al., 2000; Fried et al., 2004; Rowe & Kahn 1998). A critical question, then, in relation to the aging boomers' potential as a community resource, is the extent to which they will embrace or enhance this quality of social connectedness (Harvard, 2004, p. 17).

Engagement and Motivation of the Highly Skilled Volunteer Workforce

"Volunteerism has four salient attributes: longevity, planfulness[*sic*], nonobligatory helping and an organizational contact" (Penner, 2002, p. 448). When studying the work habits of the generations, Martin and Tulgan found the following to be true of the baby boomer generation: "in general, boomers challenge authority. They have expectations of their workplace; they expect to be valued and to define themselves by their careers and titles. They have a need for convenience and flexibility. The boomers are open to change if given a reasonable explanation for why it is being made"(2002).

A key to engaging the new retiree is to focus on their overall approach to life.

...baby boomers want adventure, pleasure, discovery, and a purposeful relationship in their volunteer roles; they want to feel connected to people through a common goal. Managers and supervisors would do well to remember this as they create volunteer opportunities in their programs for this population. (*Motivating Generational Cohorts to Civic Engagement*, 2008).

Adopting measures of job satisfaction from the paid work setting into volunteer settings may seem like a reasonable solution but it is not advisable (Gidron, 1983 & 1985). Measures of job satisfaction have focused on pay, benefits, and promotions as aspects of satisfaction (Smith, Kendall & Hulin, 1969; Williamson, 1996). This focus is not applicable for volunteers. Pay is

not compatible with the definition of a volunteer. Benefits typically refer to health and retirement plans as compared to the personal satisfaction derived as a reward for volunteering. Promotions (as defined by taking on more responsibility and workload) are often a detractor for volunteers.

Other areas of job satisfaction relating to paid work do have some relevance to volunteers. For example, the areas involving the work itself and relationships with supervisors and other co-workers as defined by Smith et al (1969) do have some value in a volunteer setting. These areas have been found to be important aspects influencing volunteer job satisfaction (Ozminkowski, Supiano & Campbell, 1991; Stevens, 1991). Job fit, autonomy, and client issues such as contact and efficacy in Williamson's (1996) measure have also been found relevant in the volunteer job satisfaction literature.

Best Practices of Organizations Engaging the Highly Skilled Volunteer Workforce

Oftentimes existing organizations do not have the personnel to support the needs of this highly skilled workforce (Harvard, 2004, p. 42). The volunteer manager of the future will have to empower the entire organization to be the best it can be (Vinyard, 1993).

The volunteer coordinator of the next century will have to command a broader and broader range of expertise to be able to meet the challenges of leading volunteer efforts within organizations. Far deeper than knowing how to plan, organize, staff, direct, control and reward, the Volunteer Program Executive will have to move far beyond these basic functions of management to embrace the techniques and strategies that are both complex and interdependent(p. 129).

Best practice review indicates that support must come from the top level administration and there should be a manager or director of volunteer services, although often those managers or directors have additional work responsibilities: "empirical research has shown that most coordinators of

volunteers have major additional work responsibilities that limit the time they can devote to the volunteer program" (Brundney, 2004, p.237). According to Kort (2004), the best practice for orientating baby boomer volunteers continues the focus on social engagement, work value, and appropriate utilization of individual skills and knowledge. The literature states that although change is something they are used to and often look for, it must come with clear explanations and an understanding of the expectations. Acknowledging that the baby boomer has come of age with an expectation of constant learning, the strong organization will move these practices beyond the basic volunteer orientation and integrate ongoing learning and growth opportunities into the roles volunteers play throughout the organization. Providing learning opportunities that engage the boomers requires knowledge of the historical experience of that generation. Boomers have specific expectations when entering into a new environment that require additional skill development. For example, role playing is not a good approach to problem solving or training. Encouraging logical thinking and brainstorming is a good way to fully utilize this workforce (Kort, 2004, p. 8).

Creating a Social Network Through Volunteering

Meaningful communication tools are necessary to enroll volunteers in the overall work of the organization (Penner, 2002). Forty six percent of the internet-using population is older than 44 years old (Pew, 2008) It is a myth to think that the boomer generation is not using the computer. Use the internet wisely.

Capture the spirit of the generation when focusing communication and marketing efforts. Take a more no-nonsense tone. Be clear about what you have to offer and what you expect. Marketers looking to gain ground in this age group's market share have learned to focus on specifics, like the health benefits of their products (Lee, 2005). Providing adequate information

relates to the amount of organization-based information given to volunteers. Volunteers' levels

of job satisfaction have been associated with the amount of information they are given

concerning the organization and its constituents (Cyr & Dowrick, 1991; Field & Johnson, 1993;

Paradis & Usui, 1989).

Chapter III: Methodology

The purpose of the study is to identify the demographic trends and to identify the type of organizational structure, leadership and administrative support which must be in place for the engagement of the highly skilled new retiree volunteer in healthcare organizations. The baby boomer generation is creating a large volunteer workforce that comes with higher expectations (Martin & Tulgan, 2002). They possess more advanced skills and the desire to have a greater impact than any other volunteers at any time in our history (Williamson, 1996). At the same time, many non-profit organizations are seeing decreased financial support for their services and are depending more heavily on the volunteer workforce to continue those services. Organizational capacity to engage this workforce is dependent on its willingness to support the infrastructure needed to engage the highly skilled volunteer (Vinyard, 1993).

This chapter will include the information gathered from a web survey of members of the Wisconsin Association of Directors of Volunteer Services (WADVS). Questions focused on the existing supports for volunteers in the healthcare industry in Wisconsin and its correlation with the best practices suggested in the literary analysis.

Subject Selection and Description

The research participants for this study were current members of WADVS. Following a review of the related literature, one survey instrument was used in order to gather data from current active Directors of Volunteer Services in the Health Care Industry.

Instrumentation

The survey tool used was created for this project. It included questions driven by review of the literature in best practices for volunteer management.

Data Collection Procedures

An eight question survey was administered using UW-Stout's web based survey tool. The anonymous survey was distributed to all current members of the WADVS listserv.

Chapter IV: Results

A survey was administered to members of the Wisconsin Directors of Volunteer Services. The purpose of the survey was to further define the most common current practices in volunteer management. Each table below represents an item from the survey. There were 26 hospital organizations that responded to the survey. Survey responses that indicated agreement were identified as best practices. The goal was to identify what practices exist to support hospital volunteer programs throughout the state.

A key component of a strong volunteer workforce is the effort made to communicate, organization-wide, the value volunteers add to the organization. The survey showed that this strength can be met by providing opportunities to participate in ongoing educational opportunities around organizational vision; participation at the leadership level (board, customer service committee's etc); opportunities for change and advancement and providing opportunities that instill commitment.

Table 1

Communicate Value: Participation at Leadership Level (Board, Committees)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	14	53.8	53.8	53.8
	Respondent agreement	12	46.2	46.2	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 2

Communicate Value: Opportunities for Change and Advancement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	9	34.6	34.6	34.6
	Respondent agreement	17	65.4	65.4	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 3

Communicate Value: Provide Opportunities That Inspire Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	8	30.8	30.8	30.8
	Respondent agreement	18	69.2	69.2	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

The literature review identified key components for engaging the new retiree. Social engagement, work value and appropriate utilization of individual skills and knowledge are important in recruitment and retention. This study showed that existing practice does little to provide opportunities for social engagement in the work setting.

Table 4

Social Engagement: Participation in Department Process Improvement Planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	19	73.1	73.1	73.1
	Respondent agreement	7	26.9	26.9	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 5

Social Engagement: Involvement in Program/Project Planning and Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	14	53.8	53.8	53.8
	Respondent agreement	12	46.2	46.2	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 6

Social Engagement: Quarterly Meetings/Trainings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	19	73.1	73.1	73.1
	Respondent agreement	7	26.9	26.9	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Work value is another area identified as a key component for engaging the new retiree. Traditional tools for work value include: position descriptions, competency checks, health work, and safety and security training. The greater number of respondents replied in agreement regarding traditional expectations. 100% of the respondents provide an orientation, 84% provided safety and security training, 88% provide a health screening while only 30% provide position descriptions.

Table 7

Work Value: A General Orientation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent agreement	26	100.0	100.0	100.0

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 8

Work Value: Safety and Security Training at Department Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	4	15.4	15.4	15.4
	Respondent agreement	22	84.6	84.6	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 9

Work Value: Employee Health Screening

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	3	11.5	11.5	11.5
	Respondent agreement	23	88.5	88.5	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Despite the literature's emphasis on appropriately using the skills and knowledge of the new retiree, the survey showed that existing practice is not in keeping with this recommendation. The table below identifies existing practices describing innovative use of volunteers. Although the study indicated respondents were not integrating volunteers into the organizational culture, 53% stated they had high expectations for their volunteer workforce.

Table 10

Innovation: Advocacy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	24	92.3	92.3	92.3
	Respondent agreement	2	7.7	7.7	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 11

Innovation: Computer Training and Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	18	69.2	69.2	69.2
	Respondent agreement	8	30.8	30.8	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 12

Innovation: Fundraising

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	22	84.6	84.6	84.6
	Respondent agreement	4	15.4	15.4	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 13

Innovation: Participation in Department Process Improvement Planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	19	73.1	73.1	73.1
	Respondent agreement	7	26.9	26.9	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

While the average number of volunteers utilized by respondents was around 180, the study showed that the average turnover rate was less than 10%. Most programs required their volunteers to provide a minimum of 4 or more hours per week. Another tool in the retention of volunteers is providing full departmental support. A volunteer workforce has a difficult time capitalizing on the expertise of the new retiree without managerial support. The low turnover rate

in the study supports this practice. The tables below define a few of the organizational best practices for maintaining and retaining a strong volunteer workforce.

Table 14

Retention: Providing at Least One Full-Time Employee for Volunteer Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	9	34.6	34.6	34.6
	Respondent agreement	17	65.4	65.4	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 15

Retention: Pay for Participation in Local Training Events or Activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	4	15.4	15.4	15.4
	Respondent agreement	22	84.6	84.6	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

Table 16

Retention: Pay for Participation at State Conference

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Respondent disagreement	1	3.8	3.8	3.8
	Respondent agreement	25	96.2	96.2	100.0
	Total	26	100.0	100.0	

(Best Practices for Engaging New Retiree Volunteer Online Survey. N=26)

The average age of the volunteers in the hospitals studied is 66 – 70 years old. The ability to tap into the ranks of new retirees and the younger end of the baby boomer generation is essential.

Chapter V: Discussion

The purpose of the study is to provide information about methods needed to engage the emerging volunteer workforce. These methods include healthcare organizational structure, leadership and administrative support. To best implement a strong and growing volunteer program, the organizations must have five elements in place.

- Personnel resource(s) responsible for the implementation and operation of the volunteer opportunities and infrastructure;

- The ability to implement the top ten list for attracting and retaining the new highly skilled retiree volunteer;

- Support of the volunteer involvement at all levels of the organization;

- Ability to provide meaningful participation and utilization of volunteers at all levels of the organization;

- Social purpose and structure are developed to meet the need of the baby boomer generation.

Organizations that have not put these elements in place will find their volunteer workforce dwindling as they lose those volunteers to better-prepared organizations. Changing some of the existing practices will enhance the ability to continue the strong volunteer support hospitals have seen over the years. Paying special attention to creating new engagement methods, organizational structure, and leadership that supports this new workforce, and focusing on the "top 10 best practices list" (Appendix A) will help to create a strong, viable volunteer workforce.

There are many methods to engage the emerging volunteer workforce. One key element is to focus on the volunteers' overall approach to life. Creating opportunities that are pleasurable,

allow for new discoveries, and center on purposeful relationships is essential to engaging the baby boomer volunteer (*Motivating Generational Cohorts to Civic Engagement,* 2008). Many a volunteer's former work-life centered on these factors. Volunteer managers and organizations that use volunteers need to create unique opportunities that focus on the best of a volunteers' past work tasks. By doing this, volunteers are allowed to continue doing what they enjoyed most at their former employment. Many volunteers come with limited knowledge of the organization or the business for which they are volunteering. By developing an education plan focused on the knowledge needed to fully engage in the new business, the volunteer manager acknowledges the need for and nurtures new discoveries.

Following a traditional management model adapted from the human resources field, the volunteer manager should work to create a decentralized model of management. Decentralized volunteer management allows a wide variety of staff and volunteer interactions. This structure encourages staff to take ownership of their relationships with the volunteer workforce, and encourages a wide variety of relationship development opportunities for volunteers. The decentralized model works best when the management of the department using volunteers seeks staff "volunteers" to work as the departmental go-to person for the volunteers. The staff "volunteer" is responsible for day-to-day interactions, communicating departmental changes that will impact the volunteer workforce and providing appreciation for the work the volunteers do. This fulfills the boomers need for work that is centered on purposeful relationships (Smith et al, 1969).

Current organizational structures, leadership and administrative support currently in place often struggle to fit their experiences working with volunteers to the expectations of this new volunteer workforce. Volunteer managers in a hospital setting often manage hundreds of

individuals. Yet, most managers and directors have additional responsibilities that take away from the main focus of volunteer management (Brundney, 1999). The increased expectation of the new volunteer workforce suggests a new approach to organizational and departmental support. Vinyard (1993) states that "the volunteer manager of the future must work to empower the entire organization to be the best it can be" (p. 129). No longer is this a single department's responsibility.

To enable an organization to fully engage the boomer workforce, the manager must raise awareness of the skills and abilities that are brought to the table. Additionally, administration must support the creative approach to utilizing volunteers. Volunteers must be welcomed as administrative support, on committees, in the break rooms as well as in the board room. Unique opportunities cannot succeed without the backing of administration from the top down (Brundney, 1999). To appropriately utilize the individual's skills and knowledge (Kort, 2004), the organization must be open to giving volunteers a voice in overall organizational development. Organizationally, administrative support needs to shift to allow the volunteer manager to act as an internal consultant in the use of the volunteer workforce. Administration must create and encourage a positive organizational environment in which volunteers can learn and operate as well as implement a shift to trusting that volunteers will get the job done.

Limitations

This research study's major limitations include:

1. The limited amount of literature resources available regarding healthcare best practices in using the highly skilled volunteer workforce of the future.

2. The survey used was confined to the Wisconsin Association of Directors of Volunteer Services. Data may be different in other states across the nation.

Conclusions

There are approximately 77 million people in the baby boomer generation. Their workforce ethics, skills and experience provide opportunities for organizations to tap into their abilities and use them to support ongoing operations.

Currently organizations are focused on supporting the existing volunteer workforce and have few resources to change the way they have been using their volunteers. Existing organizational structures use the traditional tools available in volunteer management. The study showed that the majority of the hospital volunteer programs surveyed are not practicing the suggested best practices for engaging the new retiree.

Recommendations

Using the literature review and survey results, we can identify the top ten tasks volunteer managers must do to engage the new retiree in volunteer work. We must first provide opportunities that answer the question, why is this important (Smith et al, 1969). It is important to create opportunities that set high expectations of the volunteers' involvement in the organization and we need to assure that all opportunities have clearly defined roles and responsibilities (Williamson, 1996).

Other traditional management tools need to stay in place. Providing opportunities for both short and long term commitments, incentives for involvement, flexible scheduling, and external recognition will continue to meet the satisfaction expectations of the boomer volunteer (Martin & Tulgan, 2002). Yet unique to the boomer generation is the desire for change and advancement, involvement in program or project planning and development, and a desire to use their unique skills and knowledge to assist with the organization's overall success. By creating a

volunteer program that is focused on these top ten opportunities, an organization will position itself well to recruit and retain the new retiree! (See Appendix A.)

Further study is needed to fully understand the barriers to change including historical activity, organization culture, and understanding of the volunteer skill set. In addition, a study regarding the impact of strong administrative support for further integrating volunteers into organizational growth and development would expand the profession's understanding of these issues.

Further research should be done regarding the process needed to create a volunteer workforce experience that satisfies the social engagement needs of the baby boomers. Another tool for evaluating the accuracy of this project's hypothesis is the study of the health benefits of baby boomers volunteering. Should the current statistics remain stable, volunteering for baby boomers will greatly increase life expectancy as well as quality of life in later years. The review of economic and social impacts would be an interesting longitudinal study. Organizations looking to recruit and retain baby boomers need to be prepared for the dynamic interactions and feedback baby boomers provide. The organization that is not prepared to change will not be able to retain this new generation of experts.

A final recommendation: as organizations evaluate themselves for the future, they should include the needs of the volunteer workforce. Even an organization that has an established and well-functioning volunteer workforce would benefit from reorganization. The key is to focus reorganization efforts that will highly engage the volunteer workforce by developing infrastructures that support the needs of future volunteers. Using volunteers to set up position descriptions, competencies, mentoring, scheduling, accountability, leadership development, and vision can aid the organization in fully enrolling the volunteer workforce. Creating a culture that

nurtures volunteer involvement and workplace networking recognizes the need for a work-like structure and a retiree's flexibility. Putting in place communication tools focused on organizational changes and changes that directly affect the work of the volunteers, involving volunteers at all levels of the organization, and reinforcing their volunteer work as valuable allows the organization to fully capture the cost savings and community relations benefits of a volunteer workforce.

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Appendix A

Top Ten Best Practice List
Attracting and Retaining Baby Boomer Volunteers

1. Provide opportunities that inspire. Ask and answer the question why is this important?

2. High expectations of the volunteer's involvement in the organization.

3. Clearly defined roles, goals and outcomes

4. Multiple Volunteer options: both short and long term

5. Opportunity for change and advancement

6. Small meaningful incentives: reduced cost of

   prescription drugs, mileage, education credits etc.

7. Involvement in program/project planning and development

8. Opportunities unique to their skills, knowledge and interest

9. Flexible scheduling

10. External recognition (community, social groups, media etc.)

- Best practice list derived from agreement responses in the survey and the literature

  review focused on the baby boomer generation.

Appendix B

SURVEY

1. The average age demographics of my organizations volunteer workforce is:*

Select at least 1 response and no more than 1 response.

< 55 years old

56 - 60 years old

61 - 65 years old

66 -70 years old

71 years old or older

2. My organization supports my professional development through:*

Select at least 1 response and no more than 5 responses.

Pay for participation in local training events/activities

Pay for participation at state conference

Pay for participation at national conference

Requires participation in organization leadership development

Does/can not support my professional development

3. My organization supports volunteers by:*

Select at least 1 response and no more than 8 responses.

Providing at least 1 FTE for volunteer management

Provide same administrative gifts to volunteers as staff

Providing at least .5 FTE for volunteer management

Providing marketing support for recruitment

Involving volunteers as members of the leadership (board, committees)

Required reporting on volunteer department success in achieving goals

Administration does/can not provide focused support to volunteer activity

Adequately budgeting for volunteer management activities

Other

4. On average, our volunteer workforce consists of this many active volunteers:*

The value must be between 0 and 2000, inclusive.

5. We require all volunteers to participate in:*

Select at least 1 response and no more than 10 responses.

Quarterly meetings/trainings

Conflict management

Safety and security training at department level

Customer service training

No training is required to volunteer here

Ongoing education on organizational development/vision

Fundraising

A General orientation

Employee health screening

Computer training/experience

Emergency response training

Job description development/review/revision

Advocacy

Staff and volunteer recognition opportunities

Competency checks annually

6. Our organization provides the following support/opportunities for involvement*

Select at least 1 response and no more than 6 responses.

       Provide opportunities that inspire commitment

       Clearly defined roles and responsibilities

       Small incentives: reduced cost of prescription drugs, mileage, and education credits etc..

       Participation at leadership level (board, committees)

       Participation in department process improvement planning

       Multiple Volunteer options (short and long term)

       Community recognition for service

       Opportunities for change and advancement

       Opportunities unique to their skills, knowledge and interest

       Involvement in program/project planning and development

       High expectations

       Flexible scheduling

7. Volunteers at our organization on average provide service:*

Select at least 1 response and no more than 4 responses.

       4 or more hours per week

       4 hours every 2 weeks

       4 hours per month

       3 hours per month

8. The turn over percentage of volunteers on an annual basis is :*

       The value must be between 0 and 100, inclusive.