

# **Positioning of Volunteers Within Your Organizations**

# Positioning of Volunteer within Organizations

The Volunteer Matrix can be found in

Debbie Haski-Leventhal and Lucas C. P. M. Meijs (2010). "The Volunteer Matrix: Positioning of Volunteer Organizations." International Journal of Nonprofit and Voluntary Sector Marketing.

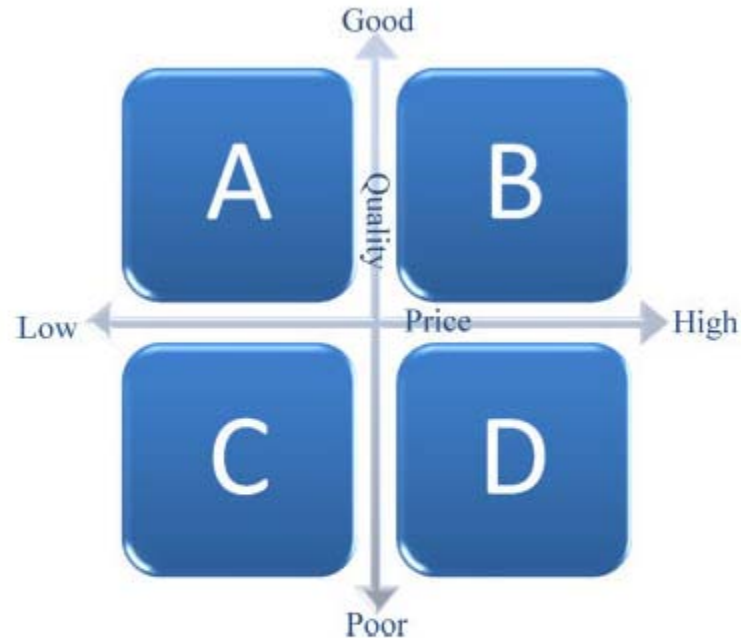
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## The Volunteer Matrix

Is based on two dimensions:

- price (different costs attached to the volunteer experience) and
- quality (the overall quality of the volunteering experience).

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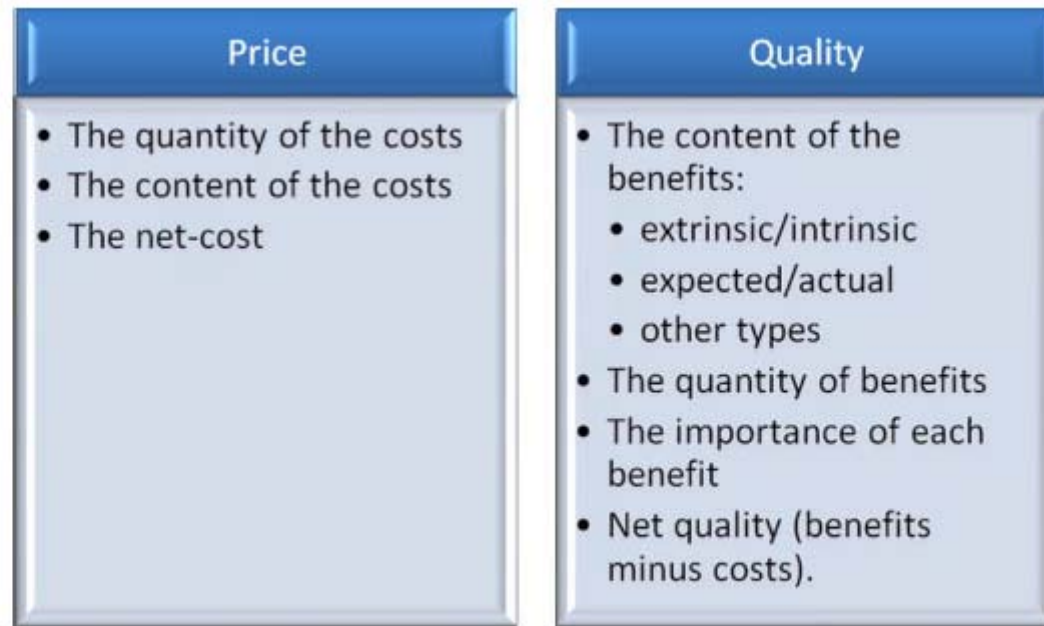
**Figure 1.** The volunteer matrix.

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**Figure 2.** Dimensions of price and quality of the volunteer experience.

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Let us look at some examples...

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**Type A - good quality of volunteer experience and low price  
e.g. board governance**

Benefits	Costs
positive image of the organization	Meetings time (with only a few annual
acquire a strong network	emotional difficulty (which may hardly exist)
warm glow	investment of reputation
feeling of achievement	donate large sums of money to the organization

- “bargain” volunteering
  - many people like to do undertake
  - organizations usually approach people & have selection processes
- board volunteers are usually have strong social-demographic background:
  - most are Caucasian male,
  - middle- to high-class (Herman, 2005)
  - selected upon their competencies, networks, wealth, and reputation

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**Type B - good quality and high price (higher price)**  
eg international volunteering

Benefits	Costs
unforgettable experience	travels costs including airfare and accommodation
impact on people's lives	pay for program participation (there are organizations that provide volunteer opportunities overseas for a fee, such as Eco-volunteer).
social networking	emotionally difficult and draining
even job experience and career enhancement.	may experience culture shock- both upon arrival to the new place and upon returning to their motherland (Mumford, 2000).
acquaintance with another culture	
feeling of a meaningful achievement	

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## Type C - poor quality and low price (often episodic volunteering)

Benefits	Costs
fulfil immediate and timely needs	usually they are involved in tasks that are not emotionally challenging
less social benefits and networks	they get a good value of experience for their involved costs
their feeling of impact and fulfilment is to a much lesser degree (since they are usually not exposed to the long-term impact of their work);	
their level of affiliation to the group and the organization is relatively low	

Dekker and Halman, 2003; Hustinx and Lammertyn, 2003; McDuff, 2008; Handy et al., 2006;; Brudney 2005; Hustinx et al., 2008; Hustinx et al., 2008; Haski-Leventhal and Cnaan, 2009;

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## Type D - poor quality and high price Hotline volunteering

Benefits	Costs
one-time basis of the relationship with the service recipients	highly difficult and draining volunteering
	the anonymity of the person of the other side of the line
	lack of visible outcomes
	volunteers do not know if and whom they helped and what the outcomes of their work are
	sexual abuse and general service abuse from some of the callers

(Leising, 1986; Cyr and Doerick, 1991).  
Bennett (2005)

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## Questions

- Considering the volunteer matrix, what type of volunteers, Type A, B, C or D are you likely to attract?
- What type of volunteers would be most suitable for your organisation?
- What might be some ways that you could attract your preferred type of volunteers?