The GEMS Model of Volunteer Administration

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Introduction

- Working with members, volunteers and leaders is a long-standing Extension tradition.
- By involving members, volunteers and leaders, Extension’s outreach is multiplied to audiences who would otherwise not be served.
- Extension professionals who actively engage members, volunteers and leaders can more effectively and efficiently disseminate quality educational and service programs.
To organize and coordinate the efforts of volunteers and leaders, a framework for volunteer engagement and leadership development is needed.

The GEMS Model of Volunteer Administration was developed to provide such a framework.

GEMS is a useful resource for agents’ two primary functions:

- Developing, delivering and disseminating educational information and resources
- Developing volunteer and leadership capacity in communities
Introduction

- GEMS consists of four categories:
  - Generate
  - Educate
  - Mobilize
  - Sustain

- GEMS is depicted in a spiral, illustrating that volunteer administration is an on-going process.
How do you eat an elephant?
GEMS Model
A Spiral Profile of Volunteer Administration

Generate   Educate   Mobilize   Sustain

Needs Assessment

Culp, Dappe, Castillo, & Wells (1997)
Needs Assessment

- Determining what roles need to be performed in order to accomplish organizational goals.
  - A “big picture” look at the organization
- Utilizing a S.W.O.T. profile or other community needs assessment
## S.W.O.T. Profile

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<th>Opportunities</th>
<th>Threats</th>
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GEMS Model
A Spiral Profile of Volunteer Administration
Generate   Educate   Mobilize   Sustain

Culp, Dappe, Castillo, & Wells (1997)
Position Description

- Written explanation of the volunteer’s position and role.
- A contractual agreement between the agent and the volunteer or leader.
Position Description Components

- Position Title
- Time Commitment / Requirement
- Location
- General Purpose
- Specific Responsibilities
- Qualifications
- Support Provided
- Benefits
- Mentor/Supervising Professional
GEMS Model
A Spiral Profile of Volunteer Administration

Generate  Educate  Mobilize  Sustain

1. Needs Assessment
2. Job Description
3. Identify

Gulp, Dappe, Castillo, & Wells (1997)

KELD
Kentucky Extension Leadership Development
Identify

- Developing a list of prospects (individuals and groups) to be contacted for volunteer service.
Under-tapped volunteer audiences

- African Americans
- Hispanics
- College students, aged 18–24
- Retirees
- Those with household incomes less than $12,000

• Independent Sector (1994)
GEMS Model
A Spiral Profile of Volunteer Administration

Generate  Educate  Mobilize  Sustain

1. Needs Assessment
2. Job Description
3. Identify
4. Recruit

Culp, Dappe, Castilla, & Wells (1997)
Recruit

- The process of *actively* searching for new volunteers which have previously *been identified*.
- Marketing versus Recruiting
Recruitment Methods

- **Self Recruitment**
  - “First Warm Body Through the Door”

- **Individual Recruitment**
  - “There’s Nothing To It!”
  - Targeted Individual Recruitment

- **Mass Recruitment**
  - “Buffalo Bill” Approach
  - “Shotgun” Approach
  - Targeted Group Recruitment

- **Delegated Recruitment**
GEMS Model
A Spiral Profile of Volunteer Administration

Generate   Educate   Mobilize   Sustain

1. Needs Assessment
2. Job Description
3. Identify
4. Screen
5. Recruit

Gulp, Degge, Castillo, & Wells (1997)

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Potential volunteer completes application and submits references
Agent contacts references and runs a Criminal Record check
Potential volunteer is interviewed ***
GEMS Model
A Spiral Profile of Volunteer Administration
Generate  Educate  Mobilize  Sustain

1. Needs Assessment
2. Job Description
3. Identify
4. Select
5. Screen
6. Recruit

Culp, Dappe, Castillo, & Wells (1997)
Select

- Placing an individual in the most suitable volunteer position based on organizational needs and standards, position description and information learned.
GEMS Model
A Spiral Profile of Volunteer Administration

Generate  Educate  Mobilize  Sustain

1 Needs Assessment
2 Identify
3 Select
4 Recruit
5 Screen
6 Job Description
7 Orient

Culp, Dappo, Castilla, & Wells (1997)
Orient

- Providing the volunteer an opportunity to become acquainted with the role, organization and environment.
- Generalized, “big picture” information.
GEMS Model
A Spiral Profile of Volunteer Administration

Generate Educate Mobilize Sustain

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Culp, Dapke, Castilla, & Wells (1997)
Protect

- Protecting volunteers with risk management and liability strategies.
  - Client Protection
  - Behavioral Standards
  - Conflict Resolution
  - Confidentiality Issues
  - Financial Management
  - Insurance
  - “Power of Three”
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Resource

- Providing volunteers with the resources necessary to complete their volunteer duties.
  - Human resources
  - Clerical support
  - Curriculum
  - Financial resources
GEMS Model
A Spiral Profile of Volunteer Administration

Generate  Educate  Mobilize  Sustain

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Teach

- Providing the knowledge and skills necessary to fulfill their volunteer role.
- Specific subject matter focused on programmatic needs.
GEMS Model
A Spiral Profile of Volunteer Administration

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Engage

- Allowing volunteers to carry out the task or activity which they have been selected to perform.
GEMS Model
A Spiral Profile of Volunteer Administration

Generate  Educate  Mobilize  Sustain

1. Engage  2. Motivate
3. Resource  4. Protect
5. Screen  6. Select
7. Orient  8. Identify
9. Job Description  10. Teach
11. Needs Assessment

Gulp, Dappe, Castillo, & Wells (1997)

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Motivate

Intrinsic or extrinsic forces which move or prompt an individual or group toward satisfying a need or achieving a goal.

- Achievement
- Affiliation
- Power/Control
- Avoidance
GEMS Model
A Spiral Profile of Volunteer Administration

Generate 🟥 Educate 🟢 Mobilize 🟦 Sustain 🟦

1. Needs Assessment
2. Identify
3. Select
4. Screen
5. Job Description
6. Protect
7. Orient
8. Resource
9. Recruit
10. Teach
11. Engage
12. Motivate
13. Supervise

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Supervise

- Assisting paid and unpaid personnel to function at their best.
  - Ongoing, continuous
  - Removing Obstacles
  - Helping personnel be successful
GEMS Model
A Spiral Profile of Volunteer Administration

Generate  Educate  Mobilize  Sustain

1 Needs Assessment
2 Job Description
3 Identity
4 Select
5 Screen
6 Protect
7 Orient
8 Resource
9 Recruit
10 Teach
11 Engage
12 Motivate
13 Supervise
14 Evaluate

Culp, Bagge, Castillo, & Wells (1997)

KELD
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Evaluate

- The on-going process of determining if individual and organizational goals are being met.
  - Should be both formal and informal
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1. Needs Assessment
2. Job Description
3. Identify
4. Select
5. Screen
6. Protect
7. Orient
8. Resource
9. Teach
10. Supervise
11. Engage
12. Motivate
13. Recognize
14. Evaluate

Culp, Dappe, Castille, & Wells (1997)

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Recognize

- Formal and informal *favorable attention* given to an individual to provide a sense of appreciation
GEMS Model
A Spiral Profile of Volunteer Administration

Generate  Educate  Mobilize  Sustain

Redirect  Evaluate  Recognize
Engage  Motivate  Supervise
Resource  Teach  Protect
Recruit  Screen  Select
Job Description  Identify  Needs Assessment

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Culp, Dappe, Castilla, & Wells (1997)
Redirect

- Transferring a volunteer to another role within the organization.
  - Promotion
  - Reward
  - Opportunity to succeed
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1. Needs Assessment
2. Identify
3. Job Description
4. Recruit
5. Screen
6. Protect
7. Orient
8. Resource
9. Select
10. Teach
11. Engage
12. Motivate
13. Supervise
14. Evaluate
15. Recognize
16. Redirect
17. Retain

Gulp, Dappe, Castillo, & Wells (1997)

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Continuation of service in the same volunteer role.
  ◦ Fulfilling volunteer motives
  ◦ Ensure a good “fit” between the role and the volunteer
  ◦ Commitment / agreement renewal
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1. Needs Assessment
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4. Select
5. Screen
6. Protect
7. Orient
8. Resource
9. Teach
10. Supervise
11. Engage
12. Motivate
13. Recognize
14. Evaluate
15. Disengage
16. Redirect
17. Retain
18. Dissolve

Culp, Deppe, Castillo, & Wells (1997)

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Disengage

- Ending the volunteer’s commitment to and relationship with the organization.
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Implications for Extension

- Volunteer involvement is much easier when a framework is followed.
- GEMS is the most contemporary volunteer administration model and was designed specifically for use in Extension.
- GEMS is a tool that will help agents achieve organizational goals.
- GEMS allows the agent to identify the phase in which the county program is currently operating or has the biggest needs, then proceed to the next step.
References


- Culp, III, K. Kentucky Extension leadership development: Strengthening organizational leadership with the GEMS model of volunteer involvement (Generating, Educating, Mobilizing and Sustaining). CLD 2–3. KELD series.

Questions?

Asking all them questions
Making statements
ASSUMING????
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