

# Employee & Volunteer Engagement

November 18, 2025  
CSI Showcase

phil

# AGENDA

Part 1: Employees  
Part 2: Volunteers



Attracting & retaining employees  
**Culture is at the heart  
of your organization**

# Why Culture matters

- Boosts employee performance and engagement.
- Attracts and retains talent.
- Enhances collaboration and innovation.
- Helps build reputation and improve stakeholders' satisfaction.



## Never underestimate the power of a strong culture... or the impact of a poor one!

**35%**  
Higher  
Retention  
Rate

**24%**  
Higher  
Volunteer  
Satisfaction

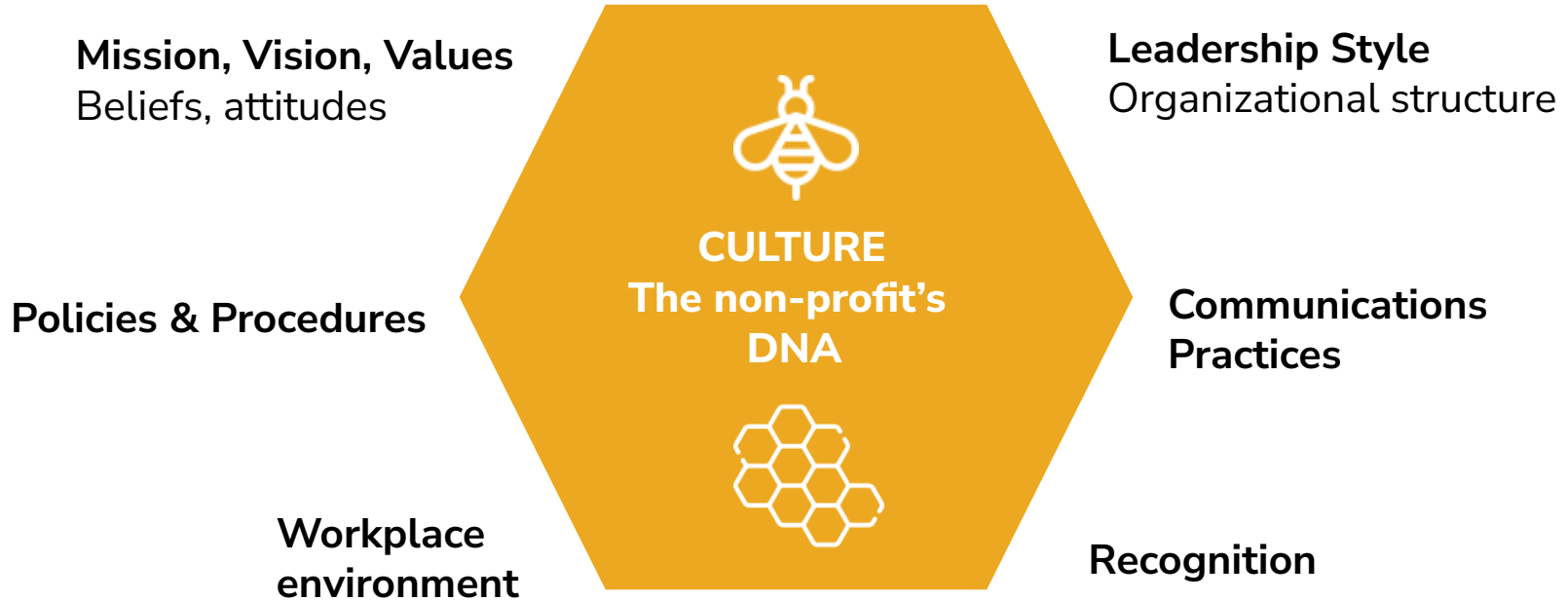
**30%**  
Increase in  
overall  
productivity

**40%**  
of non-profit  
employees  
experiencing  
burnout

**60%**  
Of nonprofits  
struggle with  
staff  
engagement

# How does it work?

Culture is in a perpetual state of motion, continuously shaping and being shaped.



# Define clear cultural values and make them actionable!

*“ To reflect our commitment to \*VALUE\*, we translate it into actionable practices by \*XYZ\* ”*

**Flexibility**



Implement a “core hours” policy.

**Open Communication**



Establish designated “open office” hours.

**Trust**



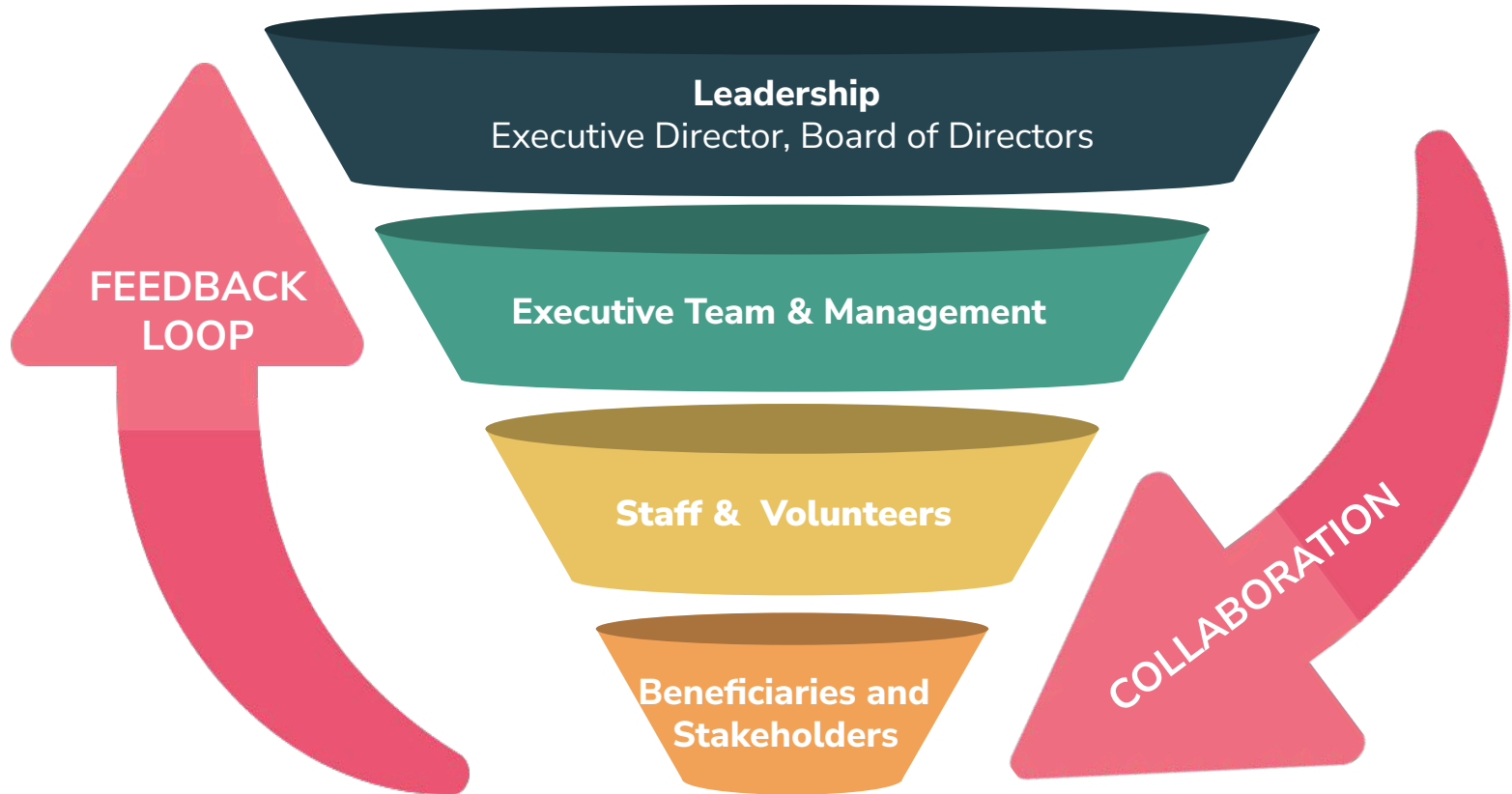
Ensuring commitments are met

**Inclusion**



Bilingual job posting; indicating the job can be done by someone with a physical disability for example.

# Leadership Alignment



# Major HR areas shaping culture



# Navigating culture without dedicated HR?

There is hope.

It is possible to take immediate and cost-effective actions to strengthen your nonprofit's culture.

- **Define and start living your values.**  
Collaboratively identify and articulate core value  
Establish a culture committee
- **Empower internal resources**  
Culture champions  
Employee liaisons

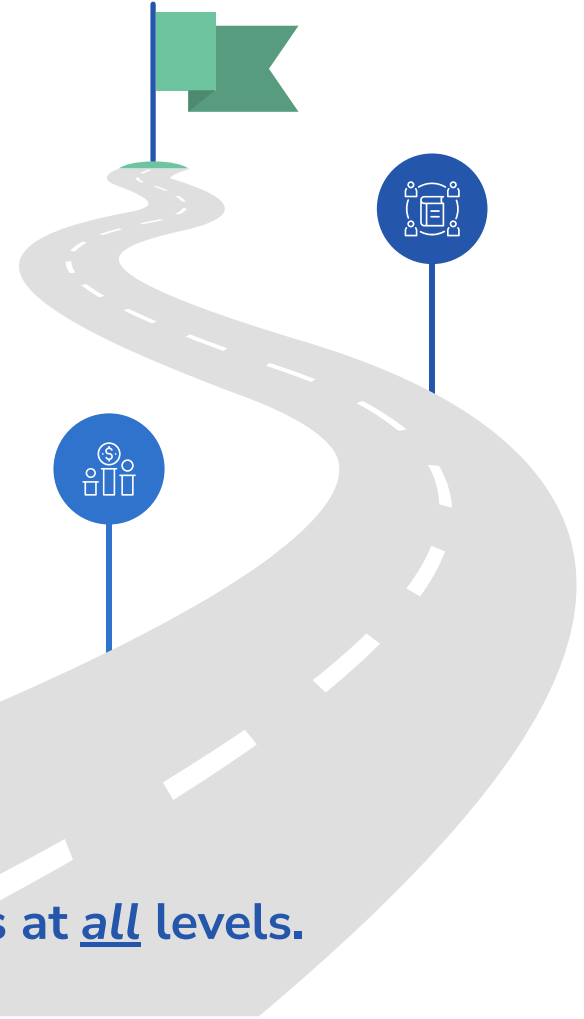
# There's more!

- **Start Small, Think Big Impact** (simple initiatives that create immediate positive impacts)
  - Weekly check-ins
  - Feedback mechanisms
  - Recognition plan
  
- **Utilize Existing Frameworks and/or Ensure You Have The Bare Minimum**
  - Journey surveys
  - Policies that align with employee needs and preferences
  - Use free or cost-effective communication tools

# In summary

1. Engage Leadership and relevant stakeholders
2. Conduct Cultural Assessment
3. Define Clear Objectives
4. Communicate values & expectations
5. Implement Initiatives, monitor, evaluate and readapt

**Actively involve employees and volunteers at all levels.**



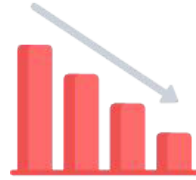
# Volunteerism in Canada





**55%**

entirely  
volunteer run



**2.5**

hours  
**B** in 2018



**10%**

of volunteers  
do over 60%  
of the hours

**Volunteers are becoming more and more educated.** From 2004 to 2013, the percentage of volunteers aged 25 to 64 with a university degree rose by 4 percentage points to 39%.

**Women** tend to volunteer more than men but in other report periods, women and men did not vary in their tendency to volunteer.

Older volunteers are less likely to volunteer but contribute the **most hours**.



TIP: position your volunteer opportunities to young adults as a way to grow their network and make career connections.

# Volunteerism in Quebec

# Motivation



**55%**

want to  
contribute to  
their  
community



**45%**

want to put their  
talent and  
experience to  
good use

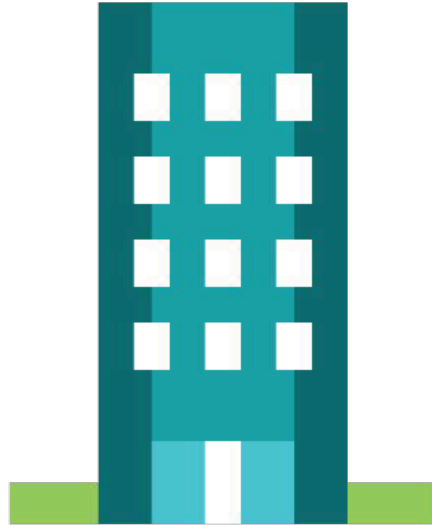


**36%**

are personally  
affected by the  
cause

# 72%

for organizations

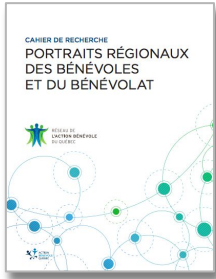


# 60%

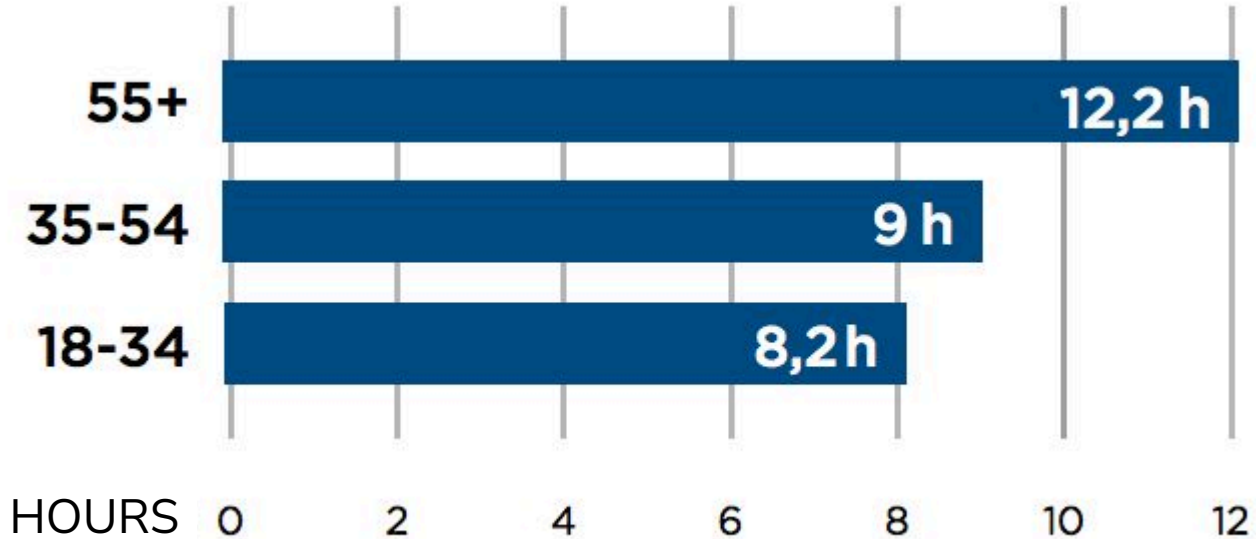
for individuals



Source:



~ 52% volunteer 1 to 10 hours per month  
~ 18% volunteer 11 to 20 hours per month

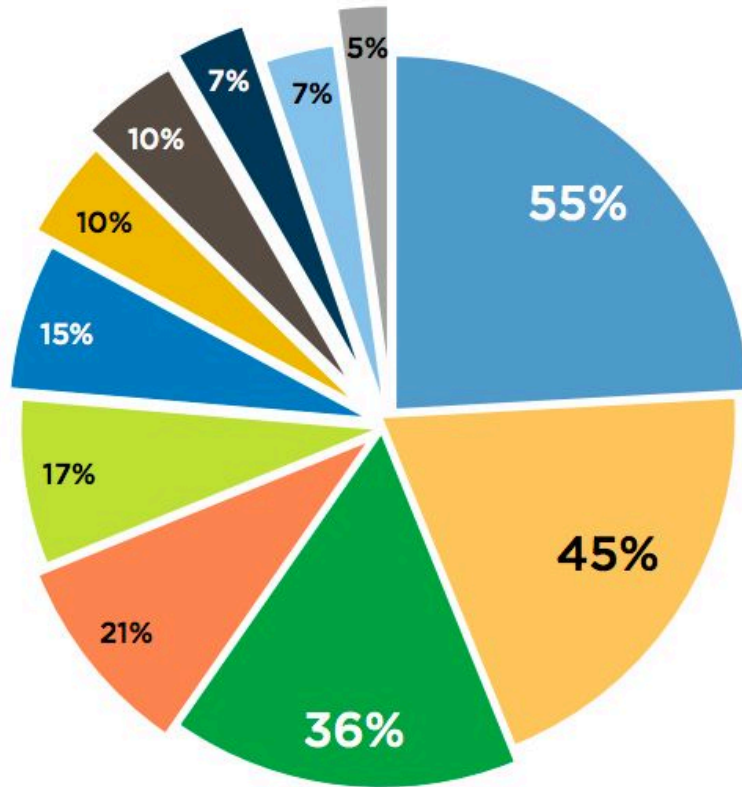


# Motivation



7 out of 10 people do it for pleasure or out of interest  
in a particular activity or cause

# Motivation



1. Contribute to my community
2. Use my skills and experience
3. I'm personally touched by the cause the organization supports
4. Network or meet people
5. Improve my well-being or health
6. Support a political, environmental or social cause
7. Discover my strengths
8. Follow the example of a family member
9. Improve my job prospects
10. Meet religious obligations or other beliefs
11. Follow the example of my friends

## Your volunteers are generous

**66%** make a donation



**60%** donate goods



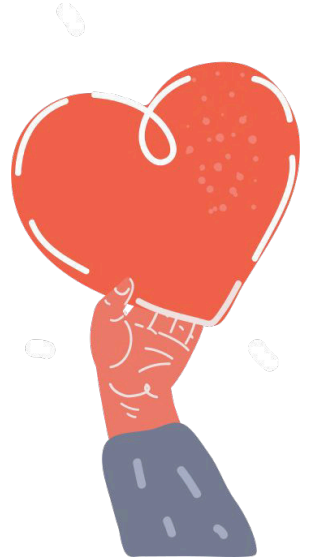
# Biggest shifts

- Pandemic led to a lot of in-person activities being suspended or cancelled altogether.
- Operational strains on organizations: increase in demand but reduction in volunteers.
- Older Canadians are helping their families more (babysitting grandkids, taking care of aging siblings, caregiving for their spouses)
- Since the pandemic, older Canadians are interested in travel, keeping fit, staying active
- Economic pressures: Individuals are choosing to extend their careers, influenced by factors such as increased life expectancy and financial considerations
- Closure of Volunteer-Supporting Organizations

**Increasing engagement  
and maximizing  
relationships**

# How to engage and inspire volunteers in your organization:

- Provide excellent integration and training
- Make them feel welcome
- Establish excellent communication
- Make sure they have access to the resources they need



## How to engage and inspire volunteers in your organization:

- Introduce variety to maintain a level of interest
- Provide a key contact with a manager in the organization
- Encourage managers to develop motivation and encouragement skills
- Recognize their contributions



## How to engage and inspire volunteers in your organization:

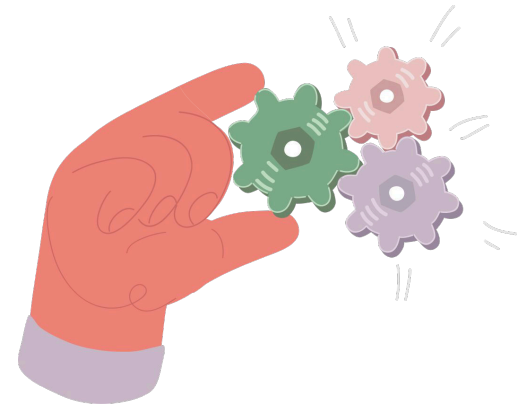
- Help them develop new skills
- Encourage social connection, interaction with other people
- Share success stories with them
- Think about recruitment methods and campaigns to recruit the right profile for your organization



# Identifying the right volunteers

# Understanding organizational needs

- Clearly define the volunteer roles and responsibilities
- Identify key skills and experience required for each role
- Determine the level of commitment (short-term, long-term, event-based)
- Ensure alignment with the organization's mission and values



# Volunteer qualifications & suitability

- Passion for the cause and motivation to contribute
- Relevant skills, experience, or willingness to learn
- Availability that matches organizational needs
- Strong communication and teamwork abilities
- Ability to work independently or as part of a team
- Previous volunteer or work experience (if applicable)



# Screening & background checks

- Application form completed and reviewed
- Interview conducted to assess suitability and motivation
- Reference checks (if applicable)
- Background checks for roles involving vulnerable populations
- Verification of required certifications or training (if needed)



# **Effective volunteer management practices**

# Management cycle



# Establishing needs

The most important step!

It will be the basis for all subsequent actions.

- Why you need volunteers. What they will do, objectives, etc.
- **Prepare the team** to integrate them at this stage.

Many types of volunteering: employer-supported volunteering (individual and group), family volunteering, expertise volunteering, group volunteering, customized volunteering, etc. One-off, recurring...

# Describe tasks and responsibilities

- As a team, draw up a "volunteer offer" similar to a job description, but simpler.
  - What's expected of the volunteer, job objectives, etc.
- Key information: Mandate, desired volunteer profile (qualities), time required (level of involvement), schedule and commitment period, position limits.
- Non-discriminatory.

# Recruitment

- There are several ways to do this, depending on the profile you're looking for.
- Here are a few tips:
  - Register with your local volunteer center
  - Use your networks. Word of mouth
  - Contact companies directly (groups, expertise, etc.)
  - Contact schools (primary, secondary, post-secondary)
  - Business volunteers
  - Your local Centraide
- Telephone or Video Call interview (initial screening) and face-to-face interview if needed.

# Onboarding

- Don't rush (visit, presentations, etc.).
- Consider offering a trial period before a commitment (if not punctual).
- Have other volunteers mentor, coach, meet with new recruits to build a sense of community
- Be clear about how their work will be monitored, who they can go to for information or help.

# Supervision and assessment

- Volunteer guide (given to the volunteer).
  - Evaluation periods and grid should be included in the guide.
- Evaluation: not like a paid job. More based on relationships and development than on performance.
  - A moment of exchange;
  - How to improve (organization and volunteers);
  - Social impact and recognition.
- Training (needs assessment).

# Recognition

- Equality
- Here are a few tips:
  - Give thanks every day;
  - Shout outs;
  - Holidays or appreciation days;
  - Departures;
  - Etc.



# The 5 keys to success



**Respect and  
recognition**



**Involvement**



**Satisfaction**



**Quality**



**Equity**

(source: CABM)

# Tools to be developed

## Volunteer Management Guide

Internal management reporting, clearer framework for management procedures.

- Interview questionnaire.
- Evaluation grid.

## Volunteer Guide

Shared knowledge of your philosophy, values, services, policies and rules.

Have people get involved with full knowledge of the facts and create a sense of belonging.

- Code of ethics, commitment agreement, evaluation grid, etc.

# Bonus material!

## Opportunities to thank your volunteers



**NATIONAL  
VOLUNTEER  
WEEK 2025**  
VOLUNTEERS MAKE WAVES

April 19-25 2026



**GIVING TUESDAY**  
December 2



**RABQ**  
December 5

# More bonus material

Blog:

[5 Myths Busted: HR in the Social Sector](#)

[LinkedIn for Nonprofits](#)

[Charity Village](#)

[Harvard Business Review](#)

Phil Factor:



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# Let's chat!

**Kim Fuller**

Founder & CEO

[kim@phil.ca](mailto:kim@phil.ca)

514.932.0314 x.21

[phil.ca](http://phil.ca)



CANADIAN WOMEN'S  
CHAMBER OF COMMERCE

