

## **Organization for Transformative Works**

### **Strategic Planning Committee**

# **Report on the Volunteers & Recruiting Committee**

The Strategic Planning Committee surveyed and reviewed the Volunteers & Recruiting Committee as part of our larger goal to put together a reasonable and practical strategic plan for the Organization for Transformative Works (OTW).

This report should be read as a helpful document, meant to illuminate, reveal, and guide the Volunteers & Recruiting Committee (VolCom) and the organization as a whole. It will be followed by similar reports for other committees and workgroups, and an overall report for the whole organization. These reports will then be synthesized into the strategic plan for the organization.

## **Methodology**

The information in this report was compiled by reviewing the committee's internal documentation on the organization's wiki and Basecamp, and surveys of staff and volunteers (past and present), email and chat interviews with the chairs.

We start by giving an overview of the committee and its current place in the organization's mission. We then explain some of the history behind how the committee became what it is today, as well as the current processes of the committee and how things work behind the scenes. We discuss the strengths and weaknesses of the team and its procedures, as reported by the staff and volunteers involved, and the goals proposed by those working in this area.

Similar reports will be produced for all committees and workgroups, after which the data will be drawn together into an organization-wide report of strengths, weaknesses and proposed goals for the OTW going forward. This final report will be presented to the Board and shared publicly, after which the board will decide how to act on the data offered by stakeholders, alongside the report from the wider 2012 OTW Community Survey released by the Survey Workgroup.

## **Distribution**

This report on VolCom will be shared with the VolCom committee staff and the Board, prior to being published publicly. The committee and the Board will have the opportunity to correct factual errors in review, but not to remove or edit the summary of what was revealed by the information gathering process.

## **Participation**

All 9 (non-chair) committee staff members were invited to participate in the survey in August 2012 and follow up with us. 8 committee staff members filled out at least one survey question. The committee chair answered questions via an email interview.

All 18 retired VolCom staff members (including retired chairs) were invited to talk to us about their experiences in December 2012; 6 retired staff members (including retired chairs) filled out at least one survey question.

## **Nota Bene**

This report is a living document and will remain that way until all OTW teams have been surveyed, at which point this report and all others will be locked for the writing of the strategic plan.

## **Contents**

1. Overview of the Volunteers & Recruiting Committee
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Appendix B: Textual Data from Surveys Used to Create Aggregate Numbers

## **Overview of the committee**

Volunteers & Recruiting assigns tools and provides training, mediation and conflict resolution resources to the rest of the organization. It recruits and manages incoming volunteers, handles departing volunteers, and handles all committee set-up as well as chair and staff turnover. It creates tool access accounts for committees, subcommittees and workgroups, assists with internship processes, mentor volunteers in their work, and tracks the service of each and every volunteer throughout their time with the organization. VolCom ensures that every volunteer in the organization has the resources they need to complete their work efficiently and effectively.

While not originally given this description when created, VolCom is essentially the Human Resources department for the organization, and underpin the work of all other committees. It has existed in the same form for the entire history of the OTW.

## **History**

The committee has had six chairs<sup>1</sup> since 2007, including its two current co-chairs. At least two of the previous chairs have left the organization entirely upon retiring. Staff turnover has also been quite high, and traditionally the committee has been short of documentation, but there has been a gradual improvement. One of the previous chairs was also a Board member simultaneously, and the committee has had a rocky relationship with the Board at some points (detailed in the “Challenges and Goals” section), both when the chair has been the Board liaison, and when it has had a separate Board liaison.

## **Current processes**

### **Access**

The way VolCom staff members treat their access to every tool is governed by their strict confidentiality policy<sup>2</sup>, which every VolCom staff member (including the chair) must agree to abide by before being allowed this access. VolCom staff describes this confidentiality agreement as “a major guiding factor in our work.”

The VolCom chair has administrative access to all of the OTW’s tools. However, this does not necessarily mean that the chair has access to the tool’s content.

The VolCom chair can add directors to “Board Private” in Basecamp; create and remove accounts and rooms in Campfire, as well as rename and unlock rooms and purge transcripts; and subscribe and remove Board mailing list members. The VolCom staff works with Systems to maintain the correct records for the Vault; has administrative access to and maintains all committee and workgroup mailing lists; and maintains records for both active and retired OTW volunteers and staff via CiviCRM.

### **Communication**

The committee has many ways to communicate with the rest of the organization. VolCom staff have access to Basecamp, Campfire chat rooms, and the internal wiki.

Within the committee, communication happens primarily through the staff mailing list (for discussion) and the weekly meeting in the VolCom Campfire chat room. Meeting agendas are set on the internal wiki, and then meeting minutes are archived there. Much of the committee work takes place in the chat room.

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<sup>1</sup> KellyAnn Bessa, Franziska Mattkay, allison morris, via\_ostiense, Renay, Curtis Jefferson

<sup>2</sup> Available internally only at

[http://wiki.transformativeworks.org/mediawiki/Volunteers\\_%26\\_Recruiting\\_Confidentiality\\_Agreement](http://wiki.transformativeworks.org/mediawiki/Volunteers_%26_Recruiting_Confidentiality_Agreement)

From inside the organization, volunteers and staff can contact VolCom through the staff mailing list, the VolCom chair's email alias, and Basecamp<sup>3</sup>.

Another, less general communication method, is VolCom's Still Willing to Serve (SWTS) survey. This is a communication tool used by staff to indicate to VolCom whether they wish to continue with the organization into the next term, and supply feedback on their experiences with the organization<sup>4</sup>.

VolCom communicates to staff and volunteers primarily through Basecamp messages and the "all-volunteers" mailing list. It communicates with the Board primarily through its Board liaison.

Anyone can communicate with VolCom through its contact form on the website (<http://transformativeworks.org/contact/volunteers%20and%20recruiting>).

### **Decision-making procedures**

VolCom is structured in what the chair calls "project format": staff members write proposals and bring them to the chair. Once the chair has approved the proposal, the proposal goes to the entire committee for approval. VolCom uses both the OTW's widespread 3-day notification policy<sup>5</sup> as well as discussions and formal voting, depending on the type of proposal. In general, the project manager is the person who proposed the project.

This project manager exercises authority over the project. No project is run in isolation from the committee; on every project, the manager is in touch with the other members of the committee at every stage, often seeking input or putting subparts up to formal votes. The VolCom chair will only step in if a decision seems like it will cause problems elsewhere that were not previously anticipated; if the chair has knowledge that can change the perspective of the project manager; or if the chair notices the work has strayed from the original project proposal.

Decisions, especially for proposals to the Board and anything that impacts VolCom's external policies or the way the committee runs, are ideally made by a quorum of majority-plus-one, but a simple majority is also acceptable when there are not enough staff members at any given meeting or voting on any given objective.

### **Distribution of Responsibility**

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<sup>3</sup> In the past, committee chairs were able to communicate with VolCom through year-end debriefings and quarterly check-ins. These were not offered during 2012 and, as policies and procedures are currently being revamped, may not be offered in the future in the same format.

<sup>4</sup> In the past, SWTS has been used as an internal recruitment tool, but VolCom is currently evaluating its usefulness for the future and it is unlikely to continue as such.

<sup>5</sup> "3-day notification" is an OTW procedure created by the Board, which encourages its use within many committees: upon the presentation of a proposal, the staffers involved have three days to present any objections. If no objections are presented within 72 hours of the notification, the original petitioner is approved to go forward.

For every task, a Basecamp to-do list is made. Staff members can claim a task on a first-come, first-serve basis by assigning it to themselves. Once the task is completed, the staff member marks it as such in Basecamp.

## **Documentation**

The VolCom section of the OTW internal wiki contains the meeting agendas and minutes, tutorials on OTW tools, various resources for the VolCom chair and VolCom staff (as well as OTW staff and volunteers), details on VolCom procedures (including induction and removal of volunteers, and creation and dissolution of committees and workgroups), and policies and best practices. VolCom also maintains, in conjunction with committee chairs and workgroup leads, position descriptions for the organization.

Documentation is also kept in Basecamp, in the form of to-do lists and projects. Current projects include:

- Developing processes and procedures: revision of recruitment, intra-committee project management
- Instructions for maintaining the tutorials and training documentation (chair training and resources, tutorials for organizational tools)
- Organizational policies for volunteer management: Code of Conduct, Constructive Corrective Action Procedure
- Willing to Serve, Still Willing to Serve, chair debriefing, exit interviews, etc.

## **Management Theory**

The current VolCom chair wants VolCom staff members to have confidence in their work and be encouraged to take initiative and work independently, believing this leads to a high level of motivation and job satisfaction. VolCom staff who have established themselves as present and responsible are given authority to make their own decisions about their work whenever possible, with the chair acting as a back-up and mentor, rather than enforcing a top-down hierarchy.

## **Recruitment**

In the past, people interested in volunteering for the OTW could indicate this via VolCom's Willing to Serve (WTS) recruitment drive or the Volunteer Interest form on website (<http://transformativeworks.org/volunteer/volunteer-interest-form>). These recruitment procedures are currently closed and undergoing revision. While in the past VolCom has undertaken extensive external recruitment in response to committee needs, this is also on hold. In 2013, VolCom expects to roll out a new recruitment model and use this going forward.

## **Training**

VolCom has a more formal system of training currently under development, with emphasis on documentation and mentorship. They currently suggest close mentorship from other staff members and the chair for new staffers. New chairs are ideally mentored by the retiring chair.

## **Strengths**

In our survey and interviews, VolCom staff identified several things that stood out to them as things the committee did well, or things that had been positive parts of their VolCom experience. All of VolCom's major strengths are centered on the culture and identity of the committee; interpersonal relationships, support and communication are all major areas where Volcom excels. This strong base of relationships is allowing them to work on improving more formal methods of communication, documentation, and procedure.

### **Internal support and communication/committee culture**

Most current staff agreed that VolCom's members were good at supporting each other and creating a positive culture within the group. There were many comments from both current and former staff about how great the staff were to work with, and how much support staff draw from each other. Specific areas that contribute to this were:

- Communication of a strong love for the OTW
- Good working chemistry among staff
- How VolCom welcomes new members
- Mentoring from experienced staff to newer staff

Staff, both current and former, noted that VolCom does a good job of communicating internally, though some respondents also identified this as an area that could use more work.

### **Progress on improving documentation and internal procedures**

Although there was general agreement that more intra-committee documentation was needed, staff agreed that there had been good progress made on improving documentation. Specifically, staff mentioned that documentation on OTW tools has been greatly improved recently, and that training and the introduction of new members was more effective because of it. VolCom is one of the committees with the most documentation on the internal OTW wiki, and its sections of organization tools such as Basecamp are well-organized and comprehensive.

VolCom procedures were generally considered effective and efficient. The induction of new volunteers to the entire OTW, which is a very workload-heavy process for VolCom, was specifically mentioned for its efficiency.

### **Inter-committee communication**

This area was identified as both a strength and a challenge. Though many staff mentioned that they thought VolCom did a good job of communicating with other committees and with the rest of the OTW in general, others identified it as one of the main areas that needed work. General consensus seemed to be that the efforts on the part of VolCom were in the right direction, and VolCom's procedures for undertaking communication were appropriate, but knowledge of and buy-in to those procedures by the rest of the OTW is still needed to make the communication truly effective.

### **VolCom's identity and purpose**

VolCom staff have a very clear idea of what their identity within the OTW is and how they contribute to the mission of the organization. Many staff spoke passionately about their belief in the work VolCom does and their desire to help the OTW grow and prosper. When asked to describe VolCom's role, staff used words like "vital" and "lynchpin." Even when staff said that they were experiencing burnout, they did not attribute that burnout to disillusionment with VolCom's purpose or doubt about the need for their jobs. The committee is very effective at communicating to its members what their role is and why that role is important.

However, VolCom members feel that this sense of the importance of their role is not shared by the rest of the OTW. As one staff member put it, "VolCom is here to help and support [org members], but can only do so if communication is effective and policies and procedures are followed." (See the "Challenges and Goals" section for more on this issue.)

## **Challenges and Goals**

These are the challenges identified within the surveys and potential goals either implied by the responses or suggested by survey respondents. Please note these are listed in alphabetical order; the order should not imply severity or importance.

### **Burnout Prevention**

While burnout is an issue throughout the OTW, it has been particularly identified within VolCom as a problem. Amongst the eight staff members who responded, seven of them had been working on the committee for fewer than six months. While several of these staff members were already members of the OTW prior to joining VolCom, and work with the organization in multiple roles (see Figure and Table 8 in Appendix A), VolCom-specific burnout was cited as a significant problem multiple times throughout survey answers.

There are many factors contributing to this problem across the entire OTW, which are reflected within this report and others developed by the Strategic Planning Committee, including uneven workload distribution, high turnover, poor training of new volunteers, and a feeling that work is not valued. Many of the current and retired VolCom staff members (including retired chairs) who

spoke about their role in VolCom spoke specifically about the way their work in this committee was devalued by other members of the organization, leading to their feelings of disenchantment and burnout. One staff member put it very succinctly:

*“When I started volunteering, I easily put in 15-20 hours of work a week, because it was really fun and rewarding. Then I was repeatedly & in multiple ways told VolCom work was useless. Guess how many hours a week I put in now? If you guessed significantly less, you're right.”*

Research should be done into this phenomenon and ways that other organizations are able to overcome it. Procedure and policy should be developed to try to combat this problem within VolCom specifically and the organization as a whole.

However, this must be done in conjunction with the other committees and workgroups within the organization. These issues are prevalent throughout the entire organization, and VolCom should not be held responsible for stopping them single-handedly.

### **Documentation and research**

VolCom is currently in the midst of an ambitious process of developing and updating their documentation. Completing this project was called out as a desirable goal by staff members to support their processes on every level, and should be completed as soon as possible.

Connected to this goal is a suggestion by one staffer that VolCom should continue to research and implement best practices from other organizations going forward (something currently guiding their work), rather than, as it was done in the past, “making things up as we go along”.

This goal will provide a framework and grounding for the other goals.

### **Inter-committee communication and escalation policies**

Another item that was identified as problematic is an occasional lack of responsiveness on the part of other committees when VolCom attempts to communicate with them about various issues. A formal procedure should be developed (in consultation with other committee chairs) for communication of issues and escalation procedures if a committee chair fails to respond.

One staff member mentioned: *“I've had the experience that we haven't been notified of things that we need to know to do our job properly - we've found out through reading the wiki or from being told by external parties”*. Another example was where a situation arose where a committee did not follow VolCom's confidentiality procedures for recruiting new volunteers. This resulted in some volunteers' offline identities being circulated to this committee's staff members, and, in some cases, connected with their online identities. If VolCom's procedures had been followed as laid out, this would not have happened.

Committee chairs not only need to respond to requests from VolCom in a timely fashion, but need to be made aware of how important it is to communicate openly with VolCom. If there are issues with chairs not knowing how to contact VolCom, or not knowing what information they need, then this is a training issue that should be identified and addressed.

The escalation policy intended to deal with unresponsive chairs would be related to the existing and recently completed Code of Conduct, but at a less serious level, and also serve as an important policy to be in place to deal with the identified issues of staff members feeling that their committee lacks buy-in and respect from the rest of the organization. Given VolCom's position as Human Resources for the OTW, it requires a certain level of authority in order to be effective, and formal policies in place to deal with chairs who are unresponsive to VolCom will assist in positioning VolCom to be effective in their assigned role.

One staffer lamented: *"I'd really like for the other comms to see Volcom as a resource they can draw on, rather than as the people that nag them to do x,y,z."*

### **Inter-committee enforcement of policies**

As mentioned earlier in this section, VolCom has identified a lack of authority to enforce policies as an ongoing issue. As Human Resources for the OTW, VolCom requires the authority to enforce policies such as the Code of Conduct in order to be effective. Without effectiveness, it is, for example, unable to protect people within the organization who may experience bullying. A lack of ability to perform their true role contributes to general discontent within the committee and ultimately to burnout and the loss of formerly committed and energetic members of staff.

One staff member claimed that the most negative part of the VolCom experience is *"[f]eeling like VolCom lacks the authority and backing from the Board to conduct the work that is necessary for its operation."*

Another summed up the problem succinctly: *"The entire org needs to be on the same page when it comes to VolCom because without effective volunteer recruitment and volunteer management, the successes of the org are going to continue to be greatly hindered. The relationship between VolCom and the Board as well as VolCom and the rest of the org needs to be better defined, formalized, explained, and lived throughout the organization."*

A policy and procedure should be developed in consultation with the Board to provide VolCom with the authority to enforce their policies, such as the ability to terminate people who consistently obstruct or ignore the committee, even if they are Board members.

### **Internal OTW staff changes**

One of the items identified as problematic both by VolCom and by other committees was a repeated communication failure between committees and VolCom when there were staff

changes or potential staff changes. It was identified as a problem when, for example, a chair retired or when an OTW volunteer wanted to change committees.

This may be related to a lack of a formal procedure that's to be followed by all committees when a staff member leaves or wishes to change their role within the OTW. The SWTS survey only comes once a year, and has been identified by VolCom as something insufficient for internal recruitment (see the "Current Processes" section for more information).

VolCom is currently working to revise internal recruitment and staff changing procedures to ensure that the committee is kept up to date and is able to respond in a timely fashion to help all OTW members to be involved at the level and in the roles that they wish to be.

### **Management of external recruitment**

One of the most important functions VolCom performs for the entire organization is managing the recruitment of new volunteers. However, there are indications that the procedure for this is sometimes not followed. One staff member mentioned frustration over an incident where a Board member circumvented the usual recruitment procedures and made them feel devalued: *"next time you send out a request for volunteers, maybe ask the people who...manage volunteers first."* A retired volunteer also commented on this theme, saying: *"[named member of the Board] [did] a call for volunteers in her livejournal and direct[ed] them to a private gmail account she had set up."*

VolCom is currently working to outline and publicize clear guidelines for external recruitment. Staff members have suggested perhaps including more regular recruitment drives at certain fixed times of the year, and/or policies that will allow VolCom to also facilitate the recruitment of new volunteers when a need is identified, such as when a committee is experiencing difficulties and needs more members, or if it needs a volunteer with specific skills and internal recruitment will not fill the gap.

Committees should have guidelines, not only about how to request that VolCom recruit for their committee, but how to communicate effectively with VolCom about what their specific needs are, particularly if they are looking to close a skill gap. There should be clear consequences when a staff member does not follow these guidelines.

Note that recruitment policies should then dovetail with volunteer training policies (dealt with below), in order to most effectively utilize the new resources.

VolCom is currently working to revise external recruitment procedures as part of their overall recruitment revision process (previously mentioned in this report).

### **Training**

An issue that has come up multiple times is a lack of formal training for new org members or members who change to new roles. Though individual committees have training processes that they follow (for example, Tag Wrangling), VolCom should be responsible for ensuring that new recruits are familiarized with general topics, such as:

- The code of conduct and other org-wide documents that they are responsible for adhering to
- The procedures available to them should they need to communicate about a problem they're having, or if they're confused about an aspect of the organization.
- The structure of the OTW and a general overview of what each committee is responsible for
- The various software tools at their disposal

VolCom staff are unsure of what training is done by other committees and what resources other committees may need from them in terms of ensuring that new recruits feel ready to get involved and quickly become comfortable in their roles.

A formal procedure should be developed to assist new OTW recruits to become familiar with these and other similar topics, to help new recruits become settled in the org and ensure that if an HR issue should arise, they know where to go and what to do. This procedure should be developed in consultation with other committees and may not ultimately rest entirely in the hands of VolCom staff to perform the training.

One VolCom staffer also made a specific suggestion that, if implemented, may assist in evaluating the effectiveness of the new policies, as well as ensuring that no one is feeling lost and needs special attention: *"I'd love to have a new-volunteer check in process with Volcom after a month or so to see how the newbies are getting on."*

### **Volunteer management throughout the organization**

The OTW as a whole is getting larger, and many committees suffer from lack of volunteer management training for chairs and other leaders within the OTW. This has a cascade effect leading to poor workload distribution and other problems, which cause burnout and loss of volunteers.

Volunteer management may include not just managing workloads and dealing with interpersonal issues within committees, but also assisting volunteers to identify and meet their own personal goals and prepare to move into positions of greater responsibility over time.

One staff member mentioned developing official mediation policies as a desirable short-term goal for the good of the OTW as a whole.

VolCom should develop processes and procedures, including training procedures for chairs and other staff as needed, to promote positive volunteer management across the organization.

## **VolCom's role and value to the Board**

A particular challenge noted by both current and former staff was the fact that while they felt VolCom's role in the OTW was clear and essential, members of the Board did not feel the same way.

Incidents of disrespect for or direct circumvention of VolCom's policies and efforts were reported multiple times. One retired volunteer felt devalued by *"the actions by specific board members in recruiting volunteers or staff outside [official OTW] channels (for example, [named member of the Board] doing a call for volunteers in her livejournal and directing them to a private gmail account she had set up),"* and another noted that they had experienced *"Board members saying Volcom work was unnecessary, inappropriate, and would never be approved."*

This resulted in VolCom having a reduced ability to do its job, because the organization as a whole wasn't getting a clear message that the Board supported its work. It was also listed as a contributing factor in burnout and leaving the OTW, not to mention the *"incredibly high stress levels of our multiple chairs."*

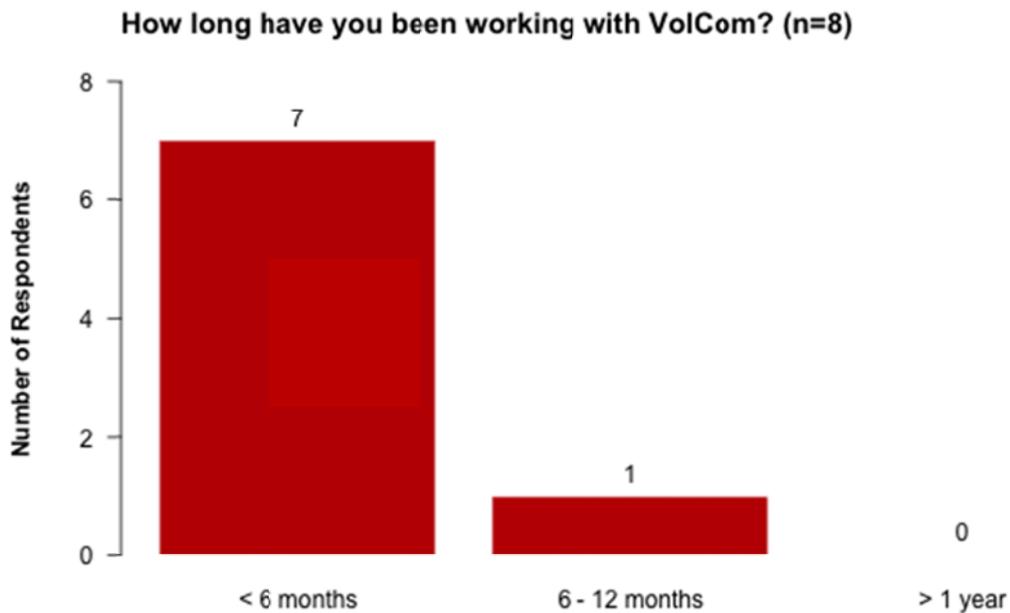
Staff seemed to feel that much of this issue was related to the personal attitudes of the individual Board members. If there remains ambivalence within the Board about VolCom's value and place in the OTW, this should be addressed through mediated discussion. If the Board unilaterally values VolCom, efforts should be made to repair this relationship by communicating respect for VolCom's procedures and support for its endeavors both publicly and privately.

## Appendix A: Quantitative Data

Note: All graphs and tables are presented according to internal guidelines set by the Survey Workgroup.

### VolCom Staff Survey Quantitative Data

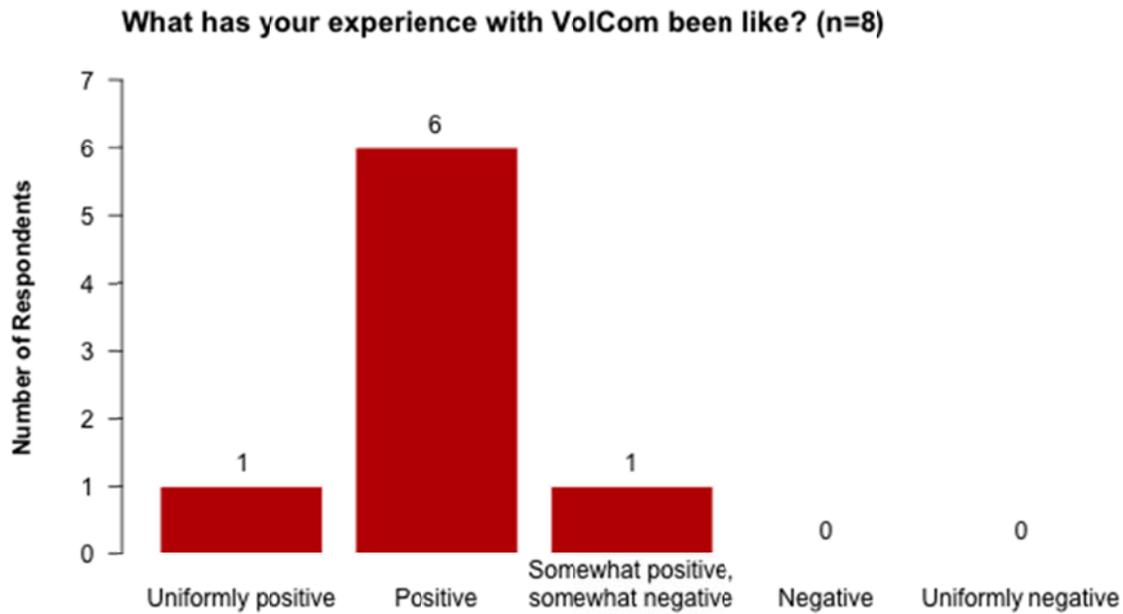
**Figure and Table 1.** How long have you been working with VolCom?



How long have you been working with VolCom?	Respondents
< 6 months	7
6 - 12 months	1
> 1 year	0
<b>Total</b>	<b>8</b>

Nearly all of the VolCom staff who responded had been working in the committee less than 6 months at the time of our survey.

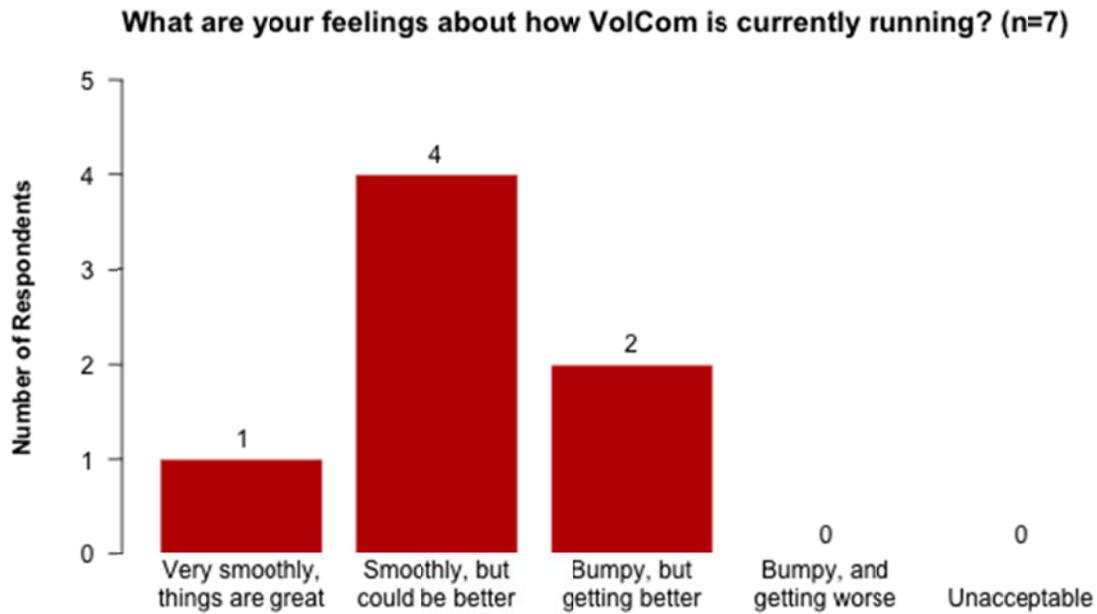
**Figure and Table 2.** What has your experience with VolCom been like?



What has your experience with VolCom been like?	Respondents
Uniformly positive	1
Positive	6
Somewhat positive, somewhat negative	1
Negative	0
Uniformly negative	0
<b>Total</b>	<b>8</b>

Most of the staff described their experience with VolCom as "positive."

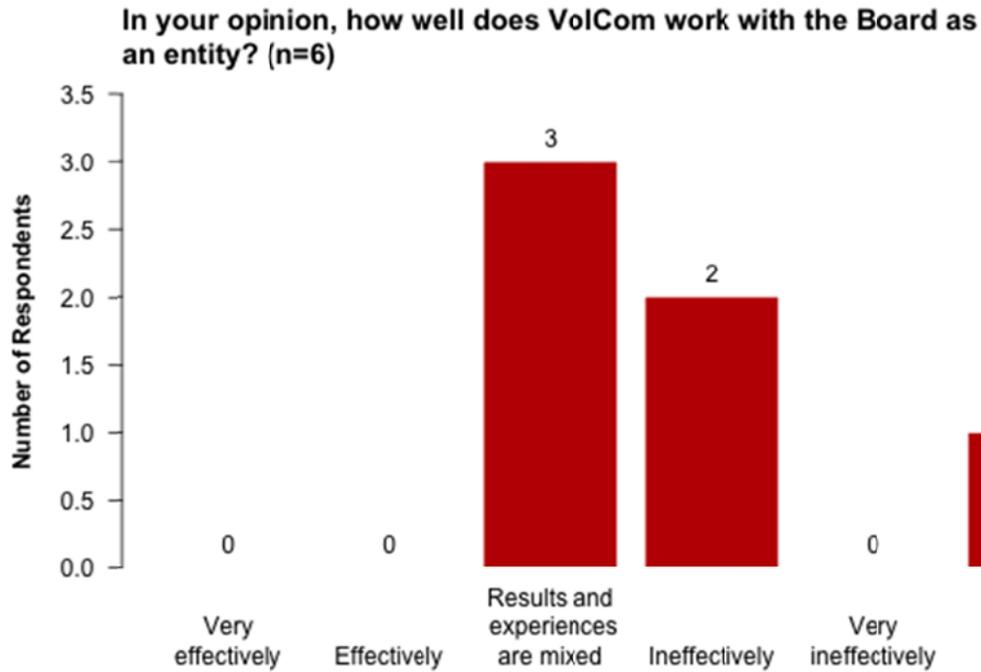
**Figure and Table 3.** What are your feelings about how VolCom is currently running?



<b>What are your feelings about how VolCom is currently running?</b>	<b>Respondents</b>
Very smoothly, things are great	1
Smoothly, but could be better	4
Bumpy, but getting better	2
Bumpy, and getting worse	0
Unacceptable	0
<b>Total</b>	<b>7</b>

Most of the staff respondents felt that VolCom is running "smoothly, but could be better."

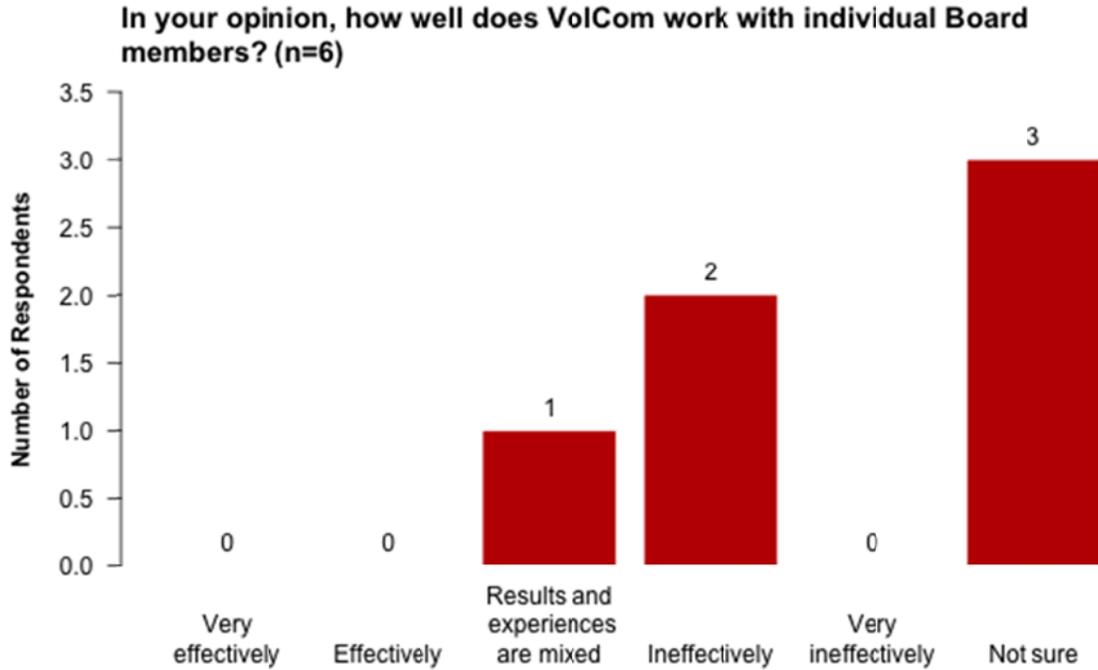
**Figure and Table 4.** In your opinion, how well does VolCom work with the Board as an entity?



In your opinion, how well does VolCom work with the Board as an entity?	Respondents
Very effectively	0
Effectively	0
Results and experiences are mixed	3
Ineffectively	2
Very ineffectively	0
Not sure	1
<b>Total</b>	<b>6</b>

Staff respondents were split in their assessment of VolCom's relationship with the Board as an entity as "mixed" or "ineffective."

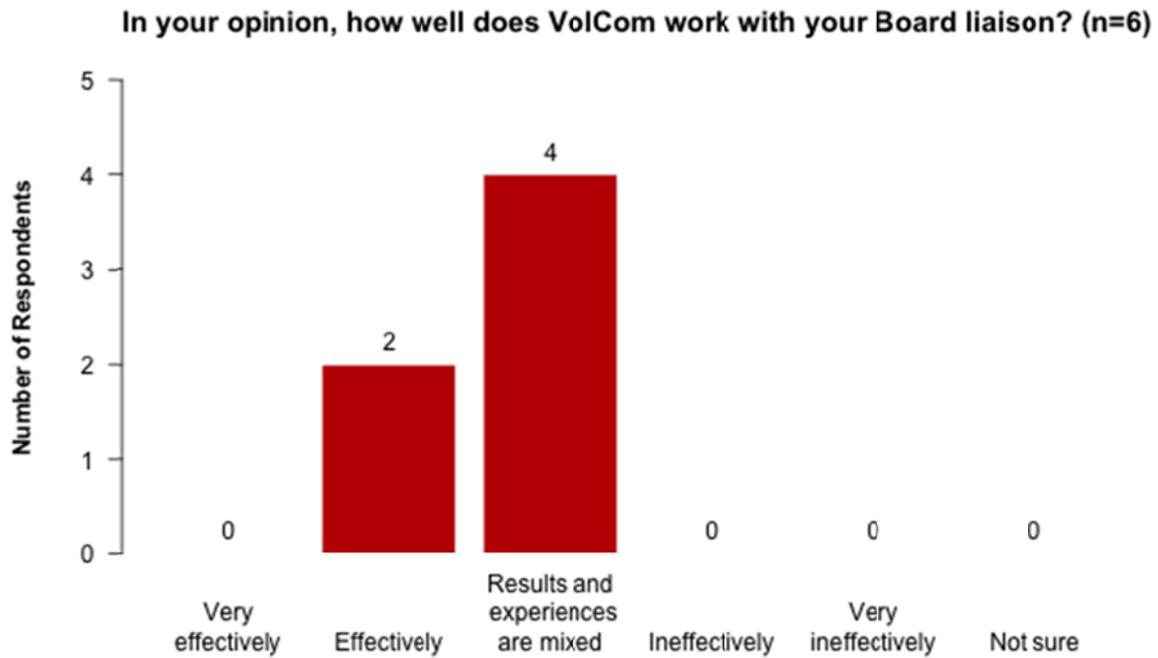
**Figure and Table 5.** In your opinion, how well does VolCom work with individual Board members?



<b>In your opinion, how well does VolCom work with individual Board members?</b>	<b>Respondents</b>
Very effectively	0
Effectively	0
Results and experiences are mixed	1
Ineffectively	2
Very ineffectively	0
Not sure	3
<b>Total</b>	<b>6</b>

Staff respondents were split in their assessment of VolCom's relationship with individual Board members, which they were either "not sure" about or considered "ineffective."

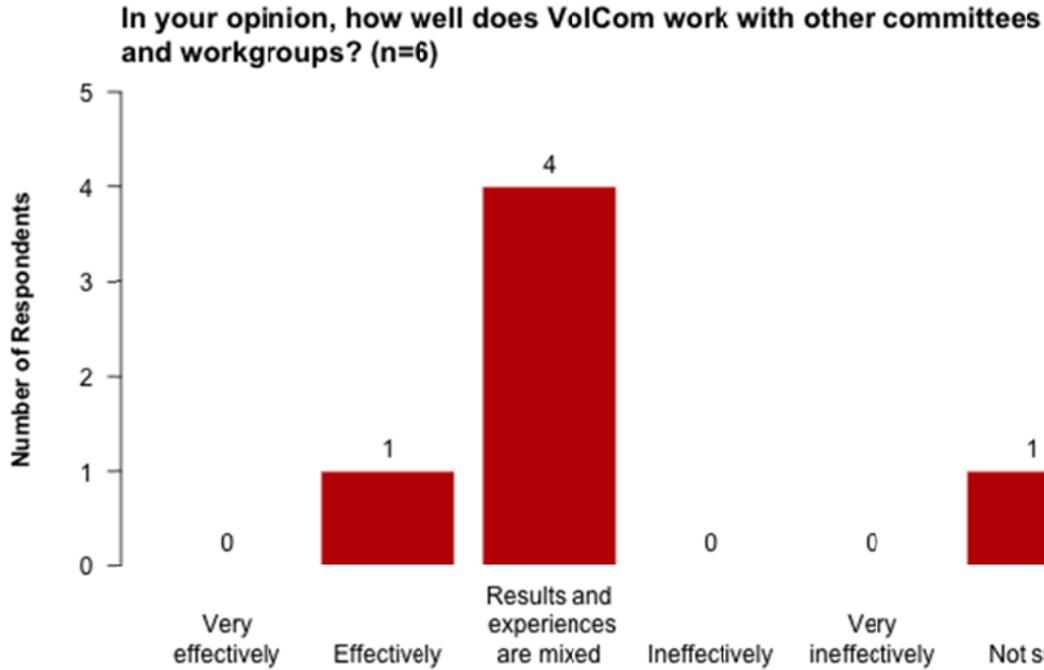
**Figure and Table 6.** In your opinion, how well does VolCom work with your Board liaison?



<b>In your opinion, how well does VolCom work with your Board liaison?</b>	<b>Respondents</b>
Very effectively	0
Effectively	2
Results and experiences are mixed	4
Ineffectively	0
Very ineffectively	0
Not sure	0
<b>Total</b>	<b>6</b>

The majority of staff respondents described VolCom's relationship with its Board liaison as "mixed."

**Figure and Table 7.** In your opinion, how well does VolCom work with other committees and workgroups?

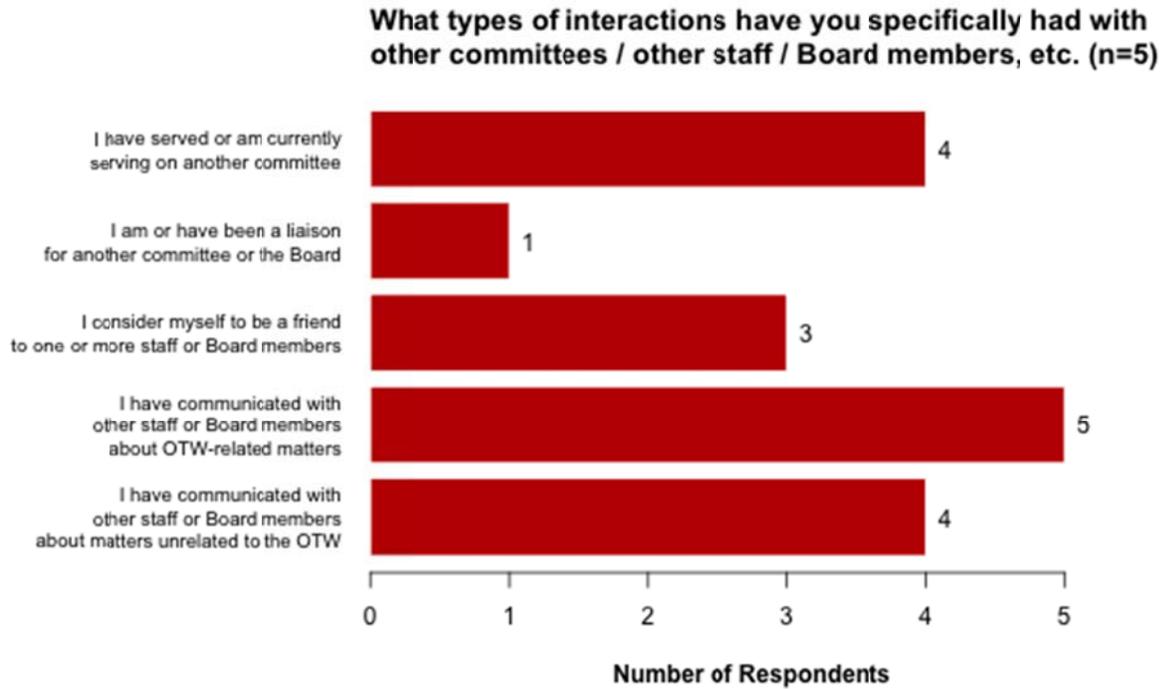


<b>In your opinion, how well does VolCom work with other committees and workgroups?</b>	<b>Respondents</b>
Very effectively	0
Effectively	1
Results and experiences are mixed	4
Ineffectively	0
Very ineffectively	0
Not sure	1
<b>Total</b>	<b>6</b>

The majority of staff respondents considered VolCom's relationships with other committees and workgroups to be "mixed."

When asked whether they were happy with the way VolCom interacted with the rest of the organization, the majority of respondents answered "Somewhat" (4 out of 6), one answered "Yes" and one answered "No."

**Figure and Table 8.** What types of interactions have you specifically had with other committees / other staff / board members, etc.



<b>What types of interactions have you specifically had with other committees / other staff / board members, etc.</b>	<b>Respondents</b>
I have served or am currently serving on another committee	4
I am or have been a liaison for another committee or the Board	1
I consider myself to be a friend to one or more staff or Board members	3
I have communicated with other staff or Board members about OTW-related matters	5
I have communicated with other staff or Board members about matters unrelated to the OTW	4
<b>Total respondents</b>	<b>5</b>

All respondents had communicated with other staff or Board members about OTW-related matters, and most had also communicated about matters unrelated to the OTW. Most of the respondents served or were serving on another committee within the organization.

When asked whether they found interactions with other OTW committees and workgroups to be productive and satisfactory, the majority responded "Yes" (3 out of 4 respondents), while one responded "No."

**Figure and Table 9.** Which best describes the quality of your experiences with typical inter-committee interaction?

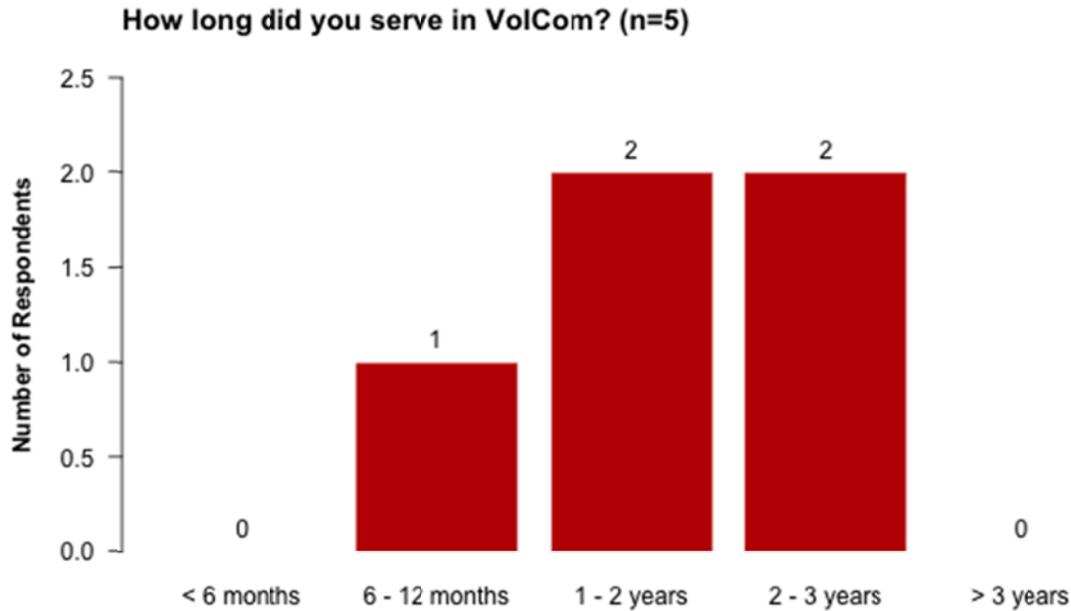


What has your experience with VolCom been like?	Respondents
Entirely positive/productive	0
Generally positive/productive	2
Both positive and negative	4
Generally negative/unproductive	0
Generally negative/unproductive	0
<b>Total</b>	<b>6</b>

The majority of staff respondents described inter-committee interactions as both positive and negative.

**VolCom Retired Staff Survey Quantitative Data**

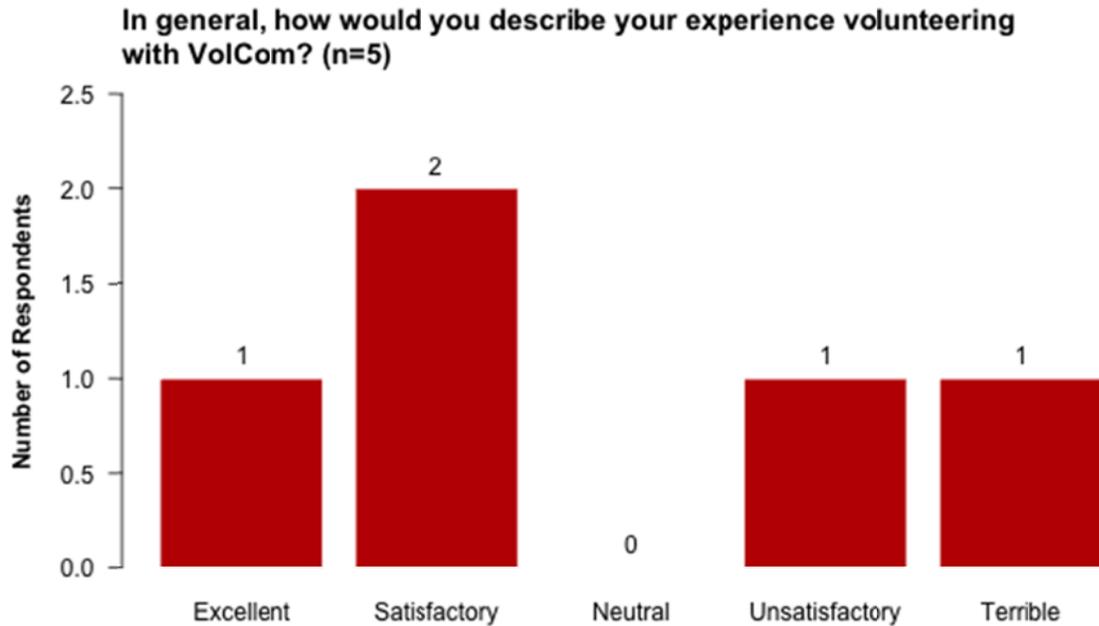
**Figure and Table 10.** How long did you serve in VolCom?



How long did you serve in VolCom?	Respondents
< 6 months	0
6 - 12 months	1
1 - 2 years	2
2 - 3 years	2
> 3 years	0
<b>Total</b>	<b>5</b>

All but one of the retired VolCom staff members responding to the survey had served on VolCom for more than a year.

**Figure and Table 11.** In general, how would you describe your experience volunteering with VolCom?



<b>In general, how would you describe your experience volunteering with VolCom?</b>	<b>Respondents</b>
Excellent	1
Satisfactory	2
Neutral	0
Unsatisfactory	1
Terrible	1
<b>Total</b>	<b>5</b>

Retired staff respondents appeared to have polarized experiences, some describing their time in VolCom as "excellent" or "satisfactory", others describing it as "unsatisfactory" or "terrible." Notably, none considered their experience "neutral."

## Appendix B: Textual Data from Surveys Used to Create Aggregate Numbers

### VolCom Staff Survey Textual Data

<b>What has been the most positive part of your VolCom experience?</b>	<b>Total</b>
Working to improve VolCom and the org	3
The people	2
The work	1

<b>What has been the most negative part of your VolCom experience?</b>	<b>Total</b>
Intracommittee tensions	2
No Board support (specific Board member named)	2
Disorganization	1

<b>How could your VolCom experience in the past have been improved?</b>	<b>Total</b>
Communication (intra-committee, intra-Org)	2
Intra and inter committee documentation	2
More Board support	2

<b>What changes made now could help improve your VolCom experience?</b>	<b>Total</b>
Board support	2
Documentation	2
Better Org-wide understanding of VolCom	1

<b>What are your feelings about how VolCom is currently running?</b>	<b>Total</b>
Great intra-committee communication/staffers	2

Needs more Board support	1
Needs more documentation	1
Org needs to be "on the same page"	1

<b>What is something (or many things!) you think VolCom does really well?</b>	<b>Total</b>
Inter-committee communication	2
Intra-committee communication	2
Staff is nice/supportive	2
Efficient	1
Good at documentation	1

<b>What changes, if any, would you make to current VolCom procedures?</b>	<b>Total</b>
Fewer tasks handled in chat	1
Make the org use VolCom more/properly	1
More organization	1

<b>In your opinion, what is one of the greatest challenges or stumbling blocks facing VolCom right now?</b>	<b>Total</b>
Committee needs more structured role and more authority in the org	2
"certain members" of the Board	1
Documentation	1
Needs more Board support	1
Spreading the work evenly	1
Time to work on VolCom projects	1
Training	1
Volunteer burnout	1

<b>Do you have any ideas for how this challenge/stumbling block can be addressed?</b>	<b>Total</b>
No	2
Affirm VolCom authority	1
Better define intra-Org relationships	1
Close Volcom to requests for more staff/volunteers until we can get our processes documented.	1
VolCom is already working hard on these problems	1

<b>What do you think is the greatest issue with induction of new volunteers?</b>	<b>Total</b>
Hard to find the right volunteer for a job	2
Form emails make VolCom sound automated	1
No communication from Chairs	1
No information about training	1

<b>What do you think VolCom does best in terms of induction of new volunteers?</b>	<b>Total</b>
Efficient	3
Welcoming	1

<b>What do you think is the greatest issue with training within the org?</b>	<b>Total</b>
Lack of documentation	2
Lack of people/time	2
There is not any training	2

<b>What do you think VolCom does best in terms of training within the org?</b>	<b>Total</b>
Tool documentation	2
Answering oddball questions	1
Does not actually do this well, but getting better	1
Intra-committee mentoring	1

<b>In your opinion, how effectively does VolCom work with the Board as an entity?</b>	<b>Total</b>
No communication	3

<b>In your opinion, how effectively does VolCom work with individual Board members? (Please try not to include your relationship with your Board liaison here; there is a specific question about that later.)</b>	<b>Total</b>
No communication	1

<b>In your opinion, how effectively does VolCom work with your Board liaison?</b>	<b>Total</b>
Frequent changes of the liaison make it hard to answer	1

<b>What issues (if any) with these relationships would you like to see addressed moving forward?</b>	<b>Total</b>
Communication	2
Board support	1

<b>In your opinion, how effectively Does VolCom Work with other committees and workgroups? What issues (if any) with these relationships would you like to see addressed moving forward?</b>	<b>Total</b>
Chairs do not communicate necessary information to VolCom	1
Other teams do not respect VolCom's time	1

Other teams do not understand what VolCom does	1
Teams do not see VolCom as a resource	1

<b>What do you wish workgroups and other committees knew about VolCom?</b>	<b>Total</b>
VolCom is here to help and support	2
Policies must be followed	1
VolCom's goals	1

<b>Do you feel that as a representative of VolCom, you are able to effectively communicate with the OTW volunteers? Why or why not? Please share with us the details of what makes this easy or difficult.</b>	<b>Total</b>
Difficult to know the history and subtext	1
Unsure	1
Volunteers are non-responsive	1

<b>From your position in VolCom, are there any observations or insights you can share about volunteer retention, burnout, and general level of satisfaction in the rest of the organization?</b>	<b>Total</b>
Too much work for too few staffers	2
Bullying	1
Frustration with Org hierarchy	1
Isolation	1
OTW needs a code of conduct	1
OTW needs support structure	1

<b>What are the top 3 things VolCom should prioritize internally going forward? (e.g., improving documentation, improving communication, changes in certain procedures, development of new procedures, etc.)</b>	<b>Total</b>
Procedure documentation	4

Tool documentation	4
Improving efficiency	2
Improving procedures	2
Standardizing roles	1
Training programs	1

<b>What are the top 3 things VolCom should prioritize going forward Org-wide?</b>	<b>Total</b>
Chair training	3
Code of Conduct and mediation procedure	2
Providing and improving documentation	2
Staff and volunteer training	2
Change induction procedure	1
Recruitment	1
Stress communication	1
VolCom is limited in ability to do anything due to outside issues	1

<b>How do you anticipate the organization's volunteer management needs will change in the future? What suggestions or ideas do you have for dealing with such changes?</b>	<b>Total</b>
Better volunteer pool structure	3
Chair support and training	2
Better/more targeted recruitment	1
Don't expect everyone to know "custom and culture" of the org	1
More effective procedures for addressing inter-staff conflict	1
More effective procedures for addressing performance issues	1
Transparency of procedure	1

<b>What is the biggest issue with the OTW as a whole that you would like to see addressed?</b>	<b>Total</b>
Fix the AO3/OTW balance	1
Lack of attention to the needs of the users/staff	1
Lack of planning	1
Needs more structure	1
Staff need recourse to appeal chair or Board decision	1

**VolCom Retired Staff Survey Textual Data**

<b>Why did you leave VolCom?</b>	<b>Total</b>
Fired	1
Retired/handed off to successor	2
Not enough time	1

<b>What, if anything, would convince you to come back?</b>	<b>Total</b>
The Board would need to respect VolCom and other staff more	2
Certain people leaving the org (specifically named Board members)	2
More personal time to volunteer	1
Nothing	1
Volunteer management improvements	1

<b>What were the positive aspects to your volunteer experience with VolCom?</b>	<b>Total</b>
Contributing to the org	3

Meeting people	3
“Grunt work”	1
Inductions	1
Mentoring	1
Training new volunteers	1

<b>In your experience, what are the most pressing problems within VolCom?</b>	<b>Total</b>
Org-wide problems (work distribution, volunteer management, training)	3
Bad communication	1
Lack of tools for Volcom’s needs	1
Lack of Board support/respect	1

<b>During your time in VolCom, how was the relationship with the Board/individual Board members/Board liaisons?</b>	<b>Total</b>
Lack of Board support/respect (one Board member called out specifically)	5
Bad personnel management	2
Bad faith assumptions	1
Chairs who were Board members were good	1
Good	1
Terrible	1

<b>During your time in VolCom, how was VolCom's relationships with other committees?</b>	<b>Total</b>
Confusing/Unsure	2
Good/Really good	2

VolCom ignored after inductions	1
Committees did minimum amount of work	1

<b>What would you like to see VolCom specifically prioritize going forward?</b>	<b>Total</b>
Enforce Code of Conduct/Hold people accountable	2
Mentor/Develop successors	2
Clarify job descriptions	1
Don't know	1
Improve internal communication	1
New systems to make org run more smoothly	1
Team management skill development	1

<b>In your experience, what are the most pressing problems within the OTW in general?</b>	<b>Total</b>
Lack of communication	3
Personnel management/work distribution	3
Opacity of/confusion about/overemphasis on AO3	3
Too many agendas (founders' "vanity projects")	2
AD&T/Systems "mess"	1

<b>Based on your OTW volunteer experience, how would you describe VolCom's position in the OTW?</b>	<b>Total</b>
Important/Vital	4
Human Resources	3
Tenuous (particularly with regard to goodwill of Board)	1

<b>In your time in the org, were there any clear changes made for the worse?</b>	<b>Total</b>
No	3
Board members (people named specifically)	2
AD&T chair (named specifically)	1

<b>Were there any clear changes made for the better?</b>	<b>Total</b>
Code of Conduct	1
Communications Committee	1
Processes improved	1
Staff member and mentor (named specifically)	1
Work distribution	1

<b>What would you like to see the OTW in general prioritize going forward?</b>	<b>Total</b>
Sustainability/Become a more healthy org	3
Board focus on Board work	1
Communication	1
Don't know	1
Mentoring	1