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by Jordan Sizemore

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Volunteer Management in the White Mountain National Forest Districts: A Comprehensive Study on the
Effectiveness and Efficiency of Volunteer Service

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MGMT 850 Strategic Management Capstone

Granite State College

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Abstract

The purpose of this research paper is to identify and examine the volunteer management that takes place in the White Mountain National Forest Districts. Volunteers have played a major role in the forest service for years, providing labor for a mutually beneficial cause. Extensive research was conducted to better understand whether volunteers are used in effective and efficient way in the White Mountain National Forest Districts? This paper reviews the current literature that is available on volunteer management and volunteers in the forest service, as well as it explains the methods of research that were done to understand whether management of volunteers can be done better. Interviews with forest service staff and a survey amongst volunteers was conducted to gather much needed data. The results of the surveys and interviews are included in the data and analysis section and conclusions are made from those results.

Keywords: Volunteer Management, White Mountain National Forest, efficient, effective

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Introduction

The United States Forest Service, an agency within the Department of Agriculture has utilized volunteers since the early 1970's, employing upwards of 2.8 million volunteers and collectively providing more than 123 million hours of volunteer service over the years (USDA.FS.gov, Volunteers Home Page). When looking at how wide this number spans, you need to first understand how the forest service is structured throughout the U.S. to better understand where the volunteers fit in. Volunteers are scattered into nine different forest service regions and 600 different ranger districts. The forest service has many employees that directly oversee the program management of volunteers, both at the headquarters level in Washington D.C. and at the region levels (USDA.FS.gov). Due to continuing budget constraints within the federal government, agencies such as the USDA experience many years with limited appropriations to complete their duties effectively when you look at their approved budgets. Many programs and projects within the agency may not have enough money, or manpower to fund and efficiently complete all tasks that are required of them. Therefore, the forest service has relied heavily on the volunteers that give their time and labor on projects. "In response to explicit policy actions and implicit management practices, the use of partnerships has become a standard practice for recreation managers in the USDA Forest Service to achieve their program goals" (Seekamp, Cerveny, 2010, P. 2). Volunteers comprise a large portion of the partnerships that the forest service relies on, according to Seekamp and Cerveny. By just looking at the agencies website the forest service utilizes volunteers in many ways to augment the work that they have. Using volunteers is important to them and they dedicate specific volunteer coordinators in each region to ensure volunteer management is being accomplished. Having seen

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the importance of volunteers in the forest service, this was one big factor that led me to choosing the research in this paper.

The focus of this paper is to look at the White Mountain National Forest and the three ranger districts they manage. The district names include, the Saco, the Pemigewasset, and the Androscoggin ranger districts. In each district, there is a forest supervisor, who oversees a number of staff members ranging from biologists, engineers, recreation managers, trail managers, contracting management officers, timber resource managers, fire personal and more. Given the number of responsibilities that each staff member oversees, it was apparent from the interviews conducted and studies that all three districts could use more staff to help with the workload. This is where the volunteers come in. After conducting preliminary research and a couple interviews with key forest service staff members, it was noted that there could be the potential for volunteers to be used in a more effective and efficient way.

This paper takes a comprehensive look at the current volunteer management practices in the districts and draws conclusions on where improvements may need to be made. In my research I hope to point out that volunteer management at the headquarters and region level is not sufficient enough to handle the number of volunteers that the White Mountain districts handle on daily basis. Extensive research was conducted on volunteer best management practices and how those management practices could potentially help these districts use their volunteers in a more efficient and effective way.

Literature Review

While the literature that is available for volunteer management in the White Mountain districts is limited, literature pertaining to volunteer service and its importance to the forest service as an agency is available. Additionally, literature on best management practices for

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volunteers is prevalent, particularly in areas of non-profit businesses. Considering my limited knowledge on volunteers in the White Mountains and the lack of research that already exists in this area, I found myself needing to conduct interviews with key forest service staff to get the background information I needed for this literature review. Once these interviews were conducted, I was able to narrow down my question to a specific topic based on my interviews. Those interviews brought me to my conclusion that it may be good to look at what research is currently out there on volunteerism. With a mix of interviews, articles and research I was able to compile enough data to come to a sufficient conclusion.

Interviews

After sending out an email to all forest district supervisors asking them for support in my research, I was able to get a few responses that led me to have interviews with the Saco Ranger district supervisor, the Saco Ranger district trails manager, and the Pemigewasset Ranger district backcountry/wilderness manager. Each staff member interviewed has a direct part in the management of volunteers in their district and they provided great introductory and background details that led me to my ultimate question; could there be a more effective and efficient way to manage the number of volunteers in the White Mountains.

Saco district supervisor, James Innes was kind enough to meet with me for an interview on Jan 15, 2020 to help me in my search for more information. James mentions in his interview, that in the recent years, the White Mountains have seen a rise in the number of volunteers that want to work on projects for the forest service (Innes, 2020). James says that, often there are more volunteers wanting to work than they can handle. This ultimately stems from the fact that there is limited amount of forest staff members that can give their time and effort towards coordinating projects for the volunteers to complete (Innes, 2020). He explained that the

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management of volunteers is essentially an additional duty for all the program managers that use volunteers and not all staff use them or have time to use them effectively. John Marunowski, the backcountry and wilderness program manager stated in his interview on Feb 27, that when he first started his job, he did not fully appreciate the amount of time that you must put forth in managing the volunteers in your districts. He often spends many additional hours in ensuring the volunteer program runs smoothly, as well as, he relies heavily on his lead volunteer to help him out (Marunowski, 2020).

Due to the amount of time and effort that it takes to manage volunteers and the specific need for volunteers in different areas, it was noticed that some programs either don't use volunteers, or some may use them more than others. For example, the White Mountain National Forest volunteer Facebook page talks about the different volunteer groups that you can join. Specifically, in the Pemigewasset district, and the Forest Supervisors office, there are several official groups of volunteers called, trailhead stewards and wilderness backcountry stewards. Both groups are managed by John Marunowski as an additional role and task to his job. He mentions that using volunteers is not a requirement for his job, but without them his programs would not be where they are at today. John also says that dedication and passion may play a major role in the amount of time program managers spend on volunteer management and whether they use volunteers (Marunowski, 2020).

When interviewing Christine Bailey, the trails manager for the Saco district, she mentions that the White Mountain Forest Supervisors office previously had a dedicated volunteer coordinator, but in recent years, headquarters decided to move that position to the region level (Bailey, 2020). She believes that this may not have been an effective move, as it is much harder to manage the volunteers directly when you are at the region level located in a different state. She

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understands with continuing budget constraints, positions are often moved, or even go away. (Bailey, 2020). Bailey expresses her wish for more help managing the volunteers at the local level, as there are projects that need to be done on the trails that she manages, but she simply does not have the time to train the volunteers and plan the logistics of the projects. She has turned down many requests from volunteer groups that wanted to complete projects for the forest service, because she could not accommodate it due to timing and workload. (Bailey, 2020). It was also mentioned that a lot of times, she turns down requests, because they are too last minute to plan properly.

After conducting interviews with forest service staff, it was now time to look at what literature is out there pertaining to this topic. In the review of literature that exists in this subject, I paid special attention to three key areas that I thought would help me to better understand whether volunteers could be used more effectively. I wanted to look at what kind of literature currently exist that could help give me recommendations on best volunteer management practices. Literature that needs to be analyzed for me to better understand the topic includes, articles and previous studies on the importance of volunteers to the forest service as an enterprise. This type of literature helps clarify whether efficient use of volunteers in other forest districts has already been looked at. I needed to understand the value of volunteers to the forest service and I wanted to know how the current relationships are between forest staff and the volunteers. Is the consensus that volunteers are used and managed effectively, or are there current issues already identified? Finally, I wanted to review the literature that talks specifically about best volunteer management practices. The goal is to ensure an understanding of the role of volunteers in the forest service, the current issues, and how-to better help manage them based off best volunteer management practices.

What is the Value of Volunteers to the Forest Service?

When learning about the various projects that the White Mountain districts use volunteers for, it was obvious that there is value to having the volunteers conduct work for them. The forest service clearly sees this, as the forest service's main website has a whole section dedicated to volunteers. It provides key information on becoming a volunteer, it describes different jobs you can do and provides you resources, such as applications, contact information for the regions volunteer coordinator, and much more. Their website tells the reader the value of volunteering by showcasing how many man hours have been provided and the money that the agency has saved by having volunteer relationships (fs.usda.gov). The website demonstrates clearly the need for volunteers. It portrays that volunteers play a key role in completing projects and saving money for the agency.

Studies have been conducted by past and present forest service staff to show the need for volunteers. They have shown that financial budgets play a major role in the need for volunteers. "Downsizing and outsourcing characterize the agency's response to constrained appropriations. The agency increasingly works with partners to meet targets that otherwise could not be achieved (Seekamp, Cerveny, 2010, p. 615).

James Innes mentioned when speaking with him, that the agency often must take money from other agency programs to help fund critical programs, such as the wildland fire management section. This funding usually comes from the programs that relate to recreation and wilderness, which are typically the programs that rely heavily on volunteers (Innes, 2020). Clearly stated in the USDA Forest Service Fiscal Year 2019 budget, the need for a higher budget in the fire programs exists.

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In FY 2019, the Wildland Fire Management budget is proposed at \$2.5 billion, an increase of \$190 million above the FY 2018 Annualized Continuing Resolution funding level. Wildland Fire Management remains a top priority in the Forest Service and aligns with USDA Strategic Objective 6.3: Mitigate Wildfire Risk while contributing to overall accomplishment of USDA Strategic Goal 6. (USDA Forest Service FY 2019 Budget Proposal, Feb 2018).

In the budget allocated for recreation and wilderness, “240 million is proposed for Recreation, Heritage, and Wilderness a decrease of \$22.6 million from 2018 annualized Continuing Resolution funding level. (USDA Forest Service FY 2019 Budget Proposal, Feb 2018). This decrease in funding shows us that the programs that typically use the most volunteers is losing resources that may help in volunteer management, however that does not take away the fact that they still stress the importance of having volunteers. In the book, *Welcome to the Forest Service: A guide for Volunteers* it states on page 5,

Volunteers are at the very heart of the Forest Service. You may assist in any Forest Service program or activity but cannot perform law enforcement activities or fight fire. A variety of jobs are available, ranging from office work to vigorous physical labor outdoors. (*Welcome to the Forest Service: A guide for Volunteers*, 2009, p.5)

The book identifies many key areas for why they are important to the forest service and the appreciation that forest service leaders have for the work that they are doing.

Seekamp and Cervený write two research papers related to the subject of volunteers in the forest service and it clearly states, that the agency simply does not get the appropriate funding to manage. “Since the 1980s, recreation managers of the USDA Forest Service (hereafter “Forest Service”) lands have faced constrained appropriations, limiting their capacity

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to administer recreation programs, facilities, and services (Seekamp, Cervený, 2010, p. 615).

Considering the value of volunteers comes from the free labor that they provide, it is crucial to use them when they face financial constraints. However, when affectively managing volunteers, there is a need for forest service staff to be involved and have appropriations to get certain projects done. Through my research it is apparent that there is still a dollar figure attached to effective and efficient volunteer management. The question then becomes, are the funds lacking so much that it is now affecting the ability of districts to properly manage volunteers? After completing my interviews, this seems to be an accurate statement. The agency manages millions of acres of national forest land and grasslands, and the appropriations approved for them from congress, is not nearly enough to hire the appropriate amount of staff. James Innes says, they often have job vacancies and positions that go unfilled for months on end, due to positions moves and retirements. This on top of funding issues, is a problem with limited staff.

The agency manages millions of acres of national forest land and grasslands. The appropriations that are afforded to them in annual budgets each year, does not give them nearly enough to be able to hire the amount of staff needed to cover all areas of their job. Federal budgets can be very complicated at times and they fluctuate year to year based off needs of each federal agency. This is proven by looking at past congressional federal budgets. Each year, many agencies can either suffer or do better, depending on many factors. With that said, the massive amounts of land they manage, the facilities, the vehicles, the trails, the recreation sites, the fires and everything else on the list they oversee must be prioritized each year depending on the budget they receive. With the appropriation issues, the forest service quickly realized the need for different options to get the job done. The need for private groups to manage forests, as well as partnerships with volunteers and other nonprofit agencies was deemed as the best way for

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them to keep up. Policies enacted to help combat this issue include, the national forest act, national recreation strategy, the recreation agenda of 2000 and the forest service partnership enhancement act of 2005. “Partnerships with individual volunteers, service groups, commercial outfitters, and other government agencies provide the USDA Forest Service with the resources necessary to complete projects and meet goals under fiscal constraints” (Cervený, Seekamp, and McCreary, 2011, p. 615).

Relationship between Forest Managers and Volunteers

Jessica Evett, a 2013 graduate student from the University of Denver completed her dissertation, entitled *An Assessment of Relationship Quality between Forest Service Land Managers and Volunteers*. She completed surveys with 39 different forest service staff members. These surveys gathered data on how the employees felt about their working relationships between four volunteer groups they manage. It asks about the relationship quality and how was the efficiency of these different groups? “Results showed measurable differences between mean scores for relationship quality and efficacy levels between partnership types selected as those land managers most liked and least liked working with” (Evett, 2013, Abstract). One limitation of her research was the fact that the surveys were conducted in 2 out of the 9 regions of the forest service, which did not include the region that encompasses the White Mountain National Forest. This study helped her to define a general idea of how a small portion of the forest service managers perceives their relationships with volunteers, but it is unclear if this perception can be seen across all regions and districts. “While results are limited in terms of generalization, the data represents a small but influential group of land managers with relevant experience with volunteer groups” (Evett, 2013, p. 101).

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Best Methods for Effective Volunteer Management

The Forest Service and the White Mountain Districts use volunteers for many different projects, much like many other non-profit companies and businesses. All businesses, companies and agencies must find a way to properly manage their volunteers. Research on nonprofit organizations and their use of volunteer management practices is prevalent. A study conducted at the Stanford Graduate School of Business, illustrated reasons why there were issues with recruiting and retaining valued skilled volunteers. The authors write that, as a result of poor management by CEO's of nonprofit organizations,

“more than one-third of those who volunteer one year do not donate their time the next year—at any nonprofit. That adds up to an estimated \$38 billion in lost labor. To remedy this situation, nonprofit leaders must develop a more strategic approach to managing this overlooked and undervalued talent pool (Eisner, Grimm, Maynard, 2009, p. 32).

This demonstrates an issue with volunteer management. The authors provide multiple reasons why volunteer management can fail and what can make volunteer management successful. The overarching themes in volunteer management, stems from the bigger issue that, “sadly, most nonprofits do not view their volunteers as strategic assets and have not developed ways to take full advantage of them” (Eisner, Grimm, and Maynard, 2009, p. 32). This literature explains that businesses who fail to effectively manage volunteers, typically do not match assignments with talents, and they do not spend the time and effort in training them, so they become inefficient and underappreciated. “If nonprofit leaders want highly skilled volunteers to come and stay, they need to expand their vision of volunteering by creating an experience that is meaningful, develops skills, demonstrates impact, and taps into volunteers’ abilities and interests” (Eisner, Grimm, and Maynard, 2009, p. 35). Leaders need to rethink their approach to volunteer

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management and capitalize on the individual talents of volunteers, assign appropriate tasks to skill sets, clearly define roles, develop strategic plans, and create good working relations with all volunteer groups involved (Eisner, Grimm, and Maynard, 2009, p. 35). The authors mention ways to retain the volunteers by ensuring they feel valued and ensure they receive good training to make them feel that they are being effective in what they are doing and that they are making a difference (Eisner, Grimm, and Maynard, 2009, p. 38).

A study completed in 2013 by Pete York and published in the Journal of Nonprofit Education and Leadership, points out that “many nonprofit organizations struggle to engage and manage volunteers effectively. However, for those few that do it well, there are net benefits with respect to cost savings, increased public support, and increased quality of and capacity to deliver services” (York, 2017, p.32). This study illustrates the research reflected in, *Effective Volunteer Engagement for Sustainability and Growth* and points out the existing areas of hardships that many organizations have with managing volunteers. The literature available on best management practices gives some good insight as to why certain companies seem to fail at volunteer management, as well as provides ways that may work to better manage volunteers. None of the literature available pertained specifically to effectively managing volunteers in the White Mountains, giving the literature limited facts on whether the best practices identified have worked for the forest service in the past, or will work for the forest service in the future if practiced.

Framework for Analysis

In this research, I will explore the use of volunteers in the Forest Service to create a better understanding on the background information as to why volunteers are so crucial and needed in the forest service. Analysis is done by conducting key interviews with staff members and

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reviewing past data and research in this area. Literature on this topic suggests that there is a major need for volunteers, but unfortunately the funding is not always available where it may be needed. Literature also shows that there are many common mistakes that companies and businesses can make when trying to manage volunteers. Based off my research, there is not enough data out there that currently addresses whether the common mistakes amongst others in managing volunteers is happening within the forest service districts that I am specifically looking into. Given the information gathered on the resources that the forest service has, its very possible some of the common mistakes are also happening in the White Mountain National Forest and those mistakes have not had the attention that they may need. In conducting this research, there is the potential for pointing out areas where there could be improvements.

The goal is to identify whether the White Mountain National Forest districts effectively manage their volunteer force. If results from this research suggest an overwhelming percentage of volunteers feel the program is not managed in the most effective manner, then the second goal would be to provide a few key recommendations base off what already works for other agencies.

In completing this research thoroughly, I will also have to explore the type of jobs volunteers are completing, and the level of supervision needed for them. Analysis of various articles on best volunteer management practices will be conducted to understand recommendations that may be useful. Many ideas and thorough research of volunteer program management methods exist, but the key is identifying the best type of management practices that would work for the unique situation of the White Mountain National Forest and how they could apply those practices if the results of my research shows a need for improvement.

In identifying whether there is efficiency and effectiveness in the volunteer program, I need to find out what the training is like and how much is conducted. Proper training can dictate

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how well volunteers do their job and how comfortable they feel when they go out on their own. If someone does not receive enough training or the training did not prepare them well, it would be understandable that they would not perform at 100 percent.

It will also be important to find out whether each volunteer understands what their role is as a volunteer and whether they have the full support of the forest service staff that oversee the work and projects. Based off the common mistakes of volunteer management in other agencies, I want to find out if volunteers are being matched to jobs based off their skill set. Identifying and getting feedback on these areas will help me gather data to come to a conclusion.

Methods

In coming up with methods for gathering further data and given the limited amount of literature pertaining directly to the topic, I would need to go right to the source to get my feedback. The best feedback on this topic is going to come from conducting a survey of different questions amongst the volunteers of the White Mountain National Forest, as well as analyzing the feedback from the interviews that were conducted with the forest service staff members.

Using the Qualtrics system, a survey of 13 different questions was created containing questions that are related to training, management, skills, and overall opinion of the volunteer programs in the White Mountain National Forest. After gaining permission from the site administrator the survey was then posted and available on the White Mountain National Forest Volunteer Facebook page for a total of 8 days. This Facebook page, according to the page administrator, comprises members that are both current and past volunteers in the White Mountain Districts. The page has around 302 current followers and members that could potentially see and take this survey to provide their firsthand knowledge based off their own

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experiences. Questions will be formatted mostly in a multiple-choice fashion and a few questions where they can write in their own comments on the question. The data received from the survey will be analyzed to show trends and identify where there are commonalities amongst the volunteers that are taking the survey. The hope is that at a minimum of 10 volunteers give their responses to the survey, so I have a sufficient amount to show trends.

I will then combine the results of the survey from volunteers with the feedback given from the interviews conducted with the forest service staff. In compiling this data, there should be enough information to come to a conclusive decision on whether my original question is accurate. The results from the data will then determine what kind of recommendations will be provided at the end of this research paper.

Results and Discussions

After posting a link to the survey on the Facebook page for the White Mountain National Forest Volunteers, I was surprised that I started getting results back from the surveys almost immediately. Using the Facebook platform to reach the volunteers was suggested by one of the lead volunteers when I was reviewing my options for how to send out this survey. This page was created to be a way of communication for the volunteers and helps in many ways to get the message out about different events, projects or special dates. Using this the Facebook page, I was able to compile data from 19 different volunteers that participated in taking the survey. This data was then analyzed using data analysis and reporting tools in the Qualtrics systems.

During the span of 8 days that the survey was available, each day yielded responses from the survey. I was able to get the most responses within the first few days of the survey being posted and as the week progressed, I was able to get a few more people to take it before it closed. In all 13 questions that were given in the survey, all multiple-choice questions were answered by

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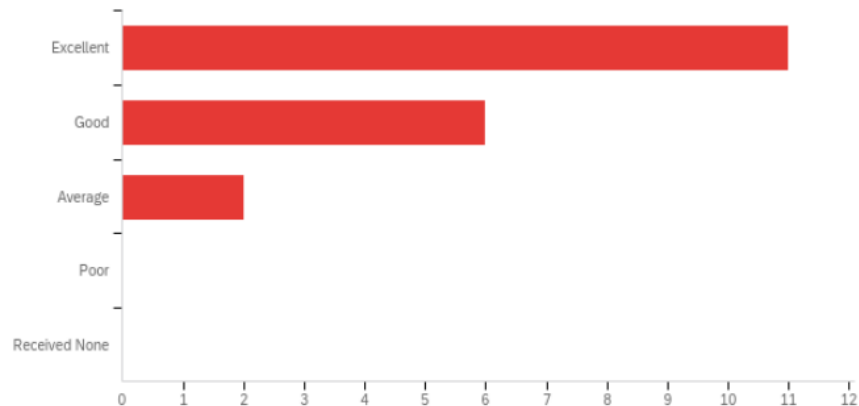
every participant. About 50 percent of the participants answered text questions where they were able to give specific comments and feedback. The other 50 percent skipped over those questions and continued answering only the multiple-choice ones. The comments given were short, but the point of their comments was stated clearly. Overall, I am satisfied with the amount of participants that took part in the survey and I believe the data that was provided from the them, was sufficient enough to draw some conclusions on how the volunteer program is working in the White Mountains.

Once the survey was closed, I began reviewing the completed surveys from the volunteers and started working on what could be said from the responses. What conclusions could be drawn? My first impression when looking at all the survey questions, was that the consensus among the volunteers showed very positive responses to most questions. On question ten of the survey it was asked, how would you rate your overall experience with the White Mountain National Forest? In this question, 85 percent of participants rated their experience as excellent, with the remaining participants rating it as average. Additionally, in another question it was asked whether you would continue to volunteer with the White Mountain National Forest and almost 90 percent of participants said it was extremely likely.

Moving on to other results, there were at least 5 questions that were related to the training aspect of the volunteer program. The first question asked the participants whether they all received training. Results showed that 100 percent of the participants say they received training to be a volunteer for the forest service. These results were concurrent with the feedback given from the forest service staff during the interviews, where they mentioned that all volunteers must attend a training session before they can start volunteering. All volunteers confirm that they are receiving training before volunteering. Responses from the survey depicted in the below graph

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also show that 53 percent of the participants believe that the training received is excellent and around 30 percent say it is good. The remaining say that it was just average.



It was also noted in another follow-on question that 94 percent of participants say that the training was specific to the job they were going to do, and they felt good about completing that job after the training. In addition to the multiple-choice questions on training, there was also a question that gave the participants a chance to write in specific feedback on the training. Most comments listed were very positive in nature. Two participants suggest that they feel the hands-on training was more effective and enjoyable, when compared to the classroom training portion. Another participant also mentions in their comment, *“in addition to the initial training, opportunities were provided for additional training with regular personnel, really making us part of the team.”* Questions related to training comprised almost half of the questions in the survey, as it was important in my research to understand whether the volunteers felt prepared for what they were doing on the job. I wanted to rule out the possibility that volunteers did not feel comfortable with the jobs they were doing because of the lack of training. The results suggest that this is not the case for the White Mountain National Forest Volunteers. Results show some

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minor suggestions towards more hands-on training, but overall sufficient training is conducted in the districts.

The remainder of questions in the survey address how the volunteers feel about the forest service staff and the support that is given by them, as well as how they feel their skills are best utilized. The final two questions allow for a comments section that gives them a chance to explain their overall satisfaction with the program and give recommendations for improvement. Almost 90 percent of volunteers said they feel the forest service staff support the volunteers very well. One volunteer stated, “the WMNF staff go out of their way to thank you and are more than willing to train in any area if requested. I have volunteered for a few different organizations and this by far has been the best experience.” The results also show that 100 percent of volunteers feel their skills are being utilized effectively for the types of jobs that they are doing.

In looking at the last two questions and the comments given by the volunteers, a few comments were made suggesting that the buddy system should be used for new volunteers as well as it would be nice to have a better way to contact other volunteers directly. They also talk about how they believe training is helpful and that the application that is used for signing up for shifts is very useful. Although the amount of feedback given in the comment questions were limited, the information given aligns with the overall positive results from the multiple-choice questions.

Conclusion and Recommendations

Results from both the interviews and the survey don't directly suggest that there is a need for the volunteer program in the White Mountain National forest to be ran more efficiently or effectively. While it was said by John Marunowski in his interview back in Feb, that there can always be room for improvement, he feels that the current state of the program is running

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smoothly with what they must work with. He explains that the help that he gets from the seasoned volunteers really makes the program successful and manageable (J. Marunowski, 2020). John also mentions that, just before the winter they hold an end of season gathering with all the volunteers to thank them for their hard work and they typically hand out a survey to the volunteers to get feedback on areas where they can improve and areas where they think things are going well. He says the program is always looking for ways to do things better and my impression that I got from all forest service staff that were interviewed, was that they value the volunteers and want to continue to improve the program however they can.

After fully understanding how the White Mountain National forest service manages their volunteers at the local level and after seeing the results from the survey, I am able to conclude and recommend that the forest service staff in the White Mountains continue with how they are running this program and continue to stay on track with ensuring that all volunteers feel the support, they feel empowered, fully trained and fully appreciated. It is clear from the results of the survey that the program is doing well, and that volunteer work is getting done effectively. Given the unfortunate circumstances of dealing with fiscal constraints from the federal funding, the forest service staff need to focus on the areas that are within their control. While the forest service staff should continue to ask for more support to run volunteer programs, they also must not rely on the hopes of getting it. The current program shows areas of management that are working well and that follow the best volunteer management practices suggested from research. Areas such as proper training, showing appreciation for volunteers, giving them support and making sure they have everything they need to feel comfortable doing their job, are areas where they seem to have positive feedback. The Volunteer Management in the White Mountain National Forest can always strive to do things better, as with all programs; however, this current

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research suggest they are doing an effective job with running the program given the limited resources allocated for them. While it was clear from the interviews that they would love to have more staff to manage the volunteers, this request may be easier said than done and what they are doing with the resources they have is working well at this time.

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Appendix A

Volunteer Survey

White Mountain National Forest Volunteers

Start of Block: Default Question Block

Q1 Was there training required for your volunteer role in the Forest Service?

- Yes (1)
- No (2)

Q2 How many hours would you say you received?

- More than 8 hours (1)
- Less than 8 hours (2)

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Q4 How would you rate the training that you received?

- Excellent (1)
- Good (2)
- Average (3)
- Poor (4)
- Received None (5)
-

Q5 Did you feel your training prepared you for your specific role as a volunteer?

- Yes (1)
- No (2)
-

Q6 If you have specific comments on your training that you would like to provide, please do so below.

Q7 Were you given a clear position description, or outline of what was expected from you?

- Yes (1)
- No (2)
-

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Q8 Do you feel the WMNF staff support the volunteers?

Yes (1)

No (2)

Q9 Do you feel your skills and abilities have been utilized effectively when volunteering?

Yes (1)

No (2)

Q11 Would you recommend volunteering with the WMNF to friends or colleagues?

Yes (1)

No (2)

Q12 How would you rate your overall volunteer experience with the WMNF?

Excellent (1)

Average (2)

Terrible (3)

Q14 If you have specific comments about your overall satisfaction with volunteering with the WMNF please provide them below.

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Q15 If you were to provide one recommendation to the WMNF on how to use volunteers more effectively and efficiently, what would that be?

Q13 How likely are you to continue volunteering each year with the WMNF?

- Extremely likely (1)
- Somewhat likely (2)
- Neither likely nor unlikely (3)
- Somewhat unlikely (4)
- Extremely unlikely (5)

