

Future Proof Your Fair's Leadership
OAAS, February 24, 2024

CHANGE IS NOT A 4-LETTER WORD!

1. Are you prepared?
2. It's the elephant in the room

TRANSITIONS ARE CRUCIAL MOMENTS

1. Planning
 - (a) Can prevent or lessen problems
 - (b) Can help prevent panic
 - (c) May be a challenge with a CEO/Board President with personal imprint
2. Know the Game Plan
Vision – Values - Business Plan - Strategic Plan
It is about SYSTEMS not individuals
3. Key Steps for Succession of CEO
4. Board Transitions
Diversity, representative of community
Age
Governance for terms
Generational Differences

PLANNING FOR NEW BOARD MEMBERS

1. Governance Structure
2. Recruitment
 - (a) Are You Ready????
 - (b) Concepts for Recruiting
 - Identify skills
 - Spread the word
 - Application form/process
3. New Board Members
 - (a) Conflict of Interest policies
 - (b) Orientation
 - (c) Mentoring
 - (d) Get to work
4. Solid Foundation
 - (a) Plans, Policies, Procedures
 - (b) Performance Coaching
 - (c) Communication

PLANNING FOR VOLUNTEERS

WHY HAVE A PLAN?

- Are volunteers important to your fair?
- Do you need more volunteers than you have today?
- Are the volunteers you have getting older?
- Have you ever had a problem volunteer?

VOLUNTEER PLAN ELEMENTS

- Identify the “jobs”
- Job Descriptions
- Recruitment
- Applications/Interviews/Screening
- Orientation and Training
- Coordination
- Supervision
- Recognition

Planning & Resources: *Viewpoint of starting from scratch*

WHY have volunteers?

WHAT will the volunteers do?

WHAT kinds of resources are needed?

- Management/Staff/Leaders
- Equipment & Supplies
- Space
- Training

HOW MANY?

- Hours
- \$\$\$\$\$
- People

Job & Job Descriptions

- Identify the “jobs” to be done
- Create a job description for each
 - Qualifications
 - Skills
 - Limitations or restrictions
 - Requirements
 - Hours
 - Environment Recruitment

Recruitment

- Recruitment plan should target the best “applicants” for the jobs
- Getting the word out will vary with the target
- Develop good timeline for process
- Consider ALL sources possible
 - Internal (current volunteers and/or staff)
 - Fair’s website
 - Social media
 - Local media (newspaper, TV, radio)
 - Civic Clubs, Churches, and other organized groups
 - High Schools, Community Colleges, Universities

Applications –Screening –Interviews

- Application form should be similar to a job application form!
- Background checks?
 - Inform, get permission
- Screening: reference checks, etc.
- Interview process
- *JUST LIKE A JOB!*

Orientation

- Advance information
- Fair info (brochure, mission, history, etc.)
- Job description
- Get Acquainted Session(s)
- Fair “Tour”
- List of perks
- Contact info

Training

- As specific as possible for the particular job
- As long as necessary for specific job
- Hands-on when possible
- Supervised Coordination & Supervision
- Someone must be in charge!
- Good organizational skills
- Trained supervisors
 - Know how to “coach”
 - Know how to “correct”
 - Know how to recognize problems

Record-keeping Recognition –BEFORE/DURING

- Identified (special badge, t-shirt, vest, etc.)
- Personal contact from senior staff/board, etc. •
- Good ears (listening skills of coordinator, supervisors, etc.)
- Perks
 - F&B
 - Place to relax
 - Family tickets

Record-keeping Recognition –BEFORE/DURING (continued)

- Surprise!
 - Door prize drawings
 - Special delivery of F&B (especially for volunteers working away from break area)

Recognition -AFTER

- THANK YOU note
- VIP or Volunteer Party/Reception
- Awards
 - Years of service
 - Extraordinary service
 - Just for fun

Fire a Volunteer?

- Job isn't getting done
- Effecting morale of others
- Poor service
- Misrepresenting Role and Fair

Justification for Firing

- Fair's goal to deliver quality service

- Policies to hold volunteers to high standards
- Expectations of quality service spelled out
- Volunteer Service is valuable to Fair
 - If poor service is tolerated, conveys impression that volunteer service is irrelevant/insignificant

Solid Foundation: Fix before Firing

- Plans, Policies, Procedures
 - In place
 - Effectively used
- Performance Coaching
 - Don't let it get out of control
 - Listen-Coach-Train
- Communicate Expectations
- Investigate

Do Your Volunteers Know Your Policies? 1

- Smoking
- Drug & Alcohol Use
- Driving Fair Vehicles
- Harassment
- Firearms/Weapons
- Absenteeism
- Confidentiality
- Appearance

If You Must Fire

- Privately
- Be caring
- Be specific
 - About performance
- Don't negotiate
- Follow-up
- Be prepared for damage control with others

Learn More

- IAFE Library (search Human Resources category)
- www.guidestar.org
- www.501Commons.org
- www.volunteersignup.org
- Check Local Resources (United Way, colleges, etc.)