

Supporting culture change to engage volunteers

Workshop evaluation

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Introduction

The purpose of this report is to evaluate the three workshops that were delivered by Attend Academy on behalf of the Time for Health partnership as part of the Volunteering for All initiative, funded through The Office of the Third Sector (The Cabinet Office) and CSIP (Care Services Improvement Partnership). This training session focused on providing delegates the opportunity to gain a clear understanding of the changing nature of volunteering and implications of failing to manage and embrace change effectively at operational and strategic levels.

The report seeks to:

- Identify the key strengths and areas for development of the workshop design and delivery
- Establish the benefits to the individuals who attended
- Establish how the learning can be applied in volunteering programmes, together with identifying key operational and organisational constraints to engaging a culture of 'change'.

This workshop was delivered in three locations and was attended by a total of 33 delegates.

NB. Seven further Volunteer Services Managers (VSMs) wished to attend the workshops, but were unable due to prior commitments, including annual leave and covering sick leave. These VSMs were added to the distribution list and received a write-up of the sessions and additional follow-up resources.

This evaluation is based on an abridged version of Hamblin et al's model of training and development evaluation. The following levels are considered in turn:

1. Reactions of delegates

This focuses on the content of the course together with venue and quality of delivery.

2. Impact on learning/job behaviour

This can be broken down further to establish the effect of the workshop on delegates' knowledge and skills and confidence in applying learning within their volunteering programme.

3. Impact on the department/organisation

Assuming there is an effect on job behaviour, it is likely that this will contribute to department/organisational goals.

Questionnaires were distributed prior to the close of the workshop a 47% response rate was achieved.

Also, additional interviews were undertaken two months after the workshops to explore issues in further depth. The questions focused around:

- Has there been anything carried out differently as a result of anything learned from this training session
- Has there been an any impact and benefits developing practice/service delivery.

Culture change workshop evaluation and findings

Section A – Content

1. Of the sessions that were included in your workshop, please could you rank them in order of usefulness (5 = high, 1= low)

	Manchester	Leeds	London
Practical Exercises	5	4	5
Good understanding of theory	4	4	5
Discussion with other delegates	5	4.5	4
Relevant amount of time on each subject area	5	4	4
Handouts and other information provided	5	4.5	5

(the above averages have been calculated from 18 completed questionnaires)

2. On reflection, do you feel there should be any additions/deletions to the subject areas covered at the workshops you attended?

Any specific comments?

Financial implications/involvement also a critical factor. *London*

Content of the day, well balanced. *London*

The effects volunteers have on paid employees. *Manchester*

All very relevant and useful. *London*

Section B – Venue

3. How suitable was the location for this workshop?

Very Good	Good overall	Fair	Poor
60%	35%	5%	0%
Manchester 55%	Manchester 30%	Manchester 15%	Manchester 0%
London 60%	London 30%	London 5%	London 0%
Leeds 60%	Leeds 35%	Leeds 10%	Leeds 0%

4. How suitable was the venue for this workshop?

Very Good	Good overall	Fair	Poor
60%	30%	10%	0%
Manchester 60%	Manchester 30%	Manchester 10%	Manchester 0%
London 60%	London 30%	London 15%	London 0%
Leeds 65%	Leeds 30%	Leeds 10%	Leeds 0%

Culture change workshop evaluation and findings

Any specific comments?

Hotel undergoing renovation work, occasionally noisy. *Manchester*

Excellent hot lunches. *All venues*

Layout and refreshments very good – very comfortable and relaxing. *Leeds*

Room temperature varied. *Manchester*

5. To what extent do you feel learning was enhanced by working with other delegates?

Significantly	In many areas	In some areas	Limited overall
60%	30%	5%	5%

Any specific comments?

Networking today has helped me learn about what other trusts are doing. *Manchester*

This training has come just at the right time with the changes my organisation about to experience. *Leeds*

Section C – Relevance/impact in the workplace

6. How would you rate the potential impact of the workshop on your volunteer programme?

a. Identify potential drivers for change

Positive impact	Some impact	Little impact
65%	30%	5%

Any specific comments?

Good to learn about stakeholder analysis for future business planning. *London*

b. Analysing the interests of those affected by change

Positive impact	Some impact	Little impact
55%	40%	5%

Any specific comments?

Networking today has helped me learn about what other trusts are doing. *Manchester*

This training has come just at the right time with the changes my organisation about to experience. *Leeds*

c. Implementing change management strategies

Positive impact	Some impact	Little impact
60%	35%	5%

Any specific comments?

Good ideas/open discussions in this area. *London*

Culture change workshop evaluation and findings

Section D – Benefits to the Individual

7. How beneficial did you find the workshop?

a. Knowledge/skills

Updated knowledge in a range of areas	Update knowledge in some areas	Limited updating to knowledge overall
50%	40%	10%

Any specific comments?

The combined theory with case studies was ideal. *x3 London*

Subject areas covered a vast range of issues with sufficient depth to be useful without being overwhelming. *x3 Manchester*

Discussions very useful and informative. *x3 Manchester*

Confirmed that what I have been doing previously with 'change' has been correct. *London*

Good solid pointers for the future. *London*

b. Confidence to manage change

Greater	Slightly more	Indifferent
65%	30%	5%

8. Are there any additional comments you would like to pass on about the workshop?

Great networking opportunity. *x5*

Areas covered a vast range of issues with sufficient depth to be useful without being overwhelming. *x3*

Whilst the learning was specifically intended for healthcare sector, the main points are applicable in the wider context of volunteering. *x2*

Enjoyed the day, great speakers. *x4*

Well planned and presented. *x4*

Content of the day, well balanced. *x5*

Follow-up interviews with delegates

Interview one

1. Please briefly describe if your thoughts and ideas of dealing with change management had been developed since the session?

Once back at work I had such an increase in confidence after the session, that felt it was ok to embrace change and that it was not to be scared of (I have had lapses since mind you). To hear that I/we were not the only ones at a tipping point was reassuring. The senior management team all felt that we could recognise that our organisation in Manchester and Nationally was in a permanent state of being unfrozen and nobody had taken the time to stop and see what we had achieved or if anything needed re-aligning.

2 Can you highlight if you have implemented any strategies for change/change management within your organisation as a result of the training?

We commissioned a satisfaction survey of our membership including employees. The results of which will be used on a focus day (9th February) to tighten up our measurable outputs consistent with our charitable objective. This, we believe, will have a massive impact in the organisation and the changes needed going forward.

3. Are you able to highlight any impact and benefits gained to your organisation in developing improved practice/service delivery?

I recently mapped our stakeholders whilst implementing the customer first standards for customer service and found that the communication plan I wrote for this programme became far clearer and easier to write (and subsequently read).

From a return on investment perspective we can now achieve more added value now that we have models and a structured approach to planning and scoping change management.

Andrew Moon
Commercial Services Manager
St John Ambulance, Manchester

Follow-up interviews with delegates

Interview two

1. Please briefly describe if your thoughts and ideas of dealing with change management had been developed since the session?

My ideas of dealing with change management have developed and been reinforced by the Workshop. We need to introduce any changes clearly and sensitively, being aware of each volunteers' 'hidden' capabilities and skills (perhaps artistically interested, and/or preference for 'getting a job done quickly) thus giving satisfaction to both the volunteer and the staff member in the department where the volunteer assists.

2. Can you highlight if you have implemented any strategies for change/change management within your organisation as a result of the training?

Using other volunteers who are confident in their role as mentors to support the 'new' volunteer.

A recent scenario was when one of my established volunteers (self-employed and in his late 50s) emailed me that he was going on a long trip and could I get someone to cover his clerical role while he was away.

So I introduced him to a 'new' volunteer, older and retired, but who wanted to get started, and had not had experience of clerical work. I was lucky the two volunteers hit it off straight away and they had 2 days together for the new volunteer to acquire the knowledge. I have see him today full of energy getting on with the role in the Department.

3. Are you able to highlight any impact and benefits gained to your organisation in developing improved practice/service delivery?

I have asked volunteers which days how they would like their special training sessions arranged, and found that the volunteers preferred training sessions custom-made for themselves rather than with other staff groups.

I have also been using the strategy of having more social activities, lunches, teas – perhaps at end of training sessions. This begins to create a more cohesive volunteering group that interact more with each other rather than their closest 'friend' and this working as a team is beneficial to the organisation.

Susan Taleghany
Voluntary Services Manager
St Georges Hospital, Tooting, London

Analysis of findings

Reactions of delegates

Course content

- Delegates valued the opportunity to explore the concept of change and highlighted it as an increasingly important subject and not commonly covered in training programmes they have attended
- The pace of the workshops and mix of activities was conducive to learning
- The course also has applicability to volunteering outside the healthcare sector
- Skilled facilitation.

Venues

- Overall the venues were suitable in terms of location and facilities.

Networking

- The opportunity to meet other volunteer services managers was welcomed as many were facing similar situations as their fellow delegates.

Impact on learning/job behaviour

- The workshop had a significant positive impact on the confidence of delegates in managing change
- There was an appreciation that models of change management had applicability to delegates' own situations.

Impact on the department/organisation

- Overall, delegates perceived that attending the workshop would have a positive impact on working practices.
- The stakeholder analysis has been particularly useful in guiding future developments and business planning.

Findings from interviews

The strategies and ideas for managing change in the volunteering programme – key issues are:

- Was able to review current issues with 'fresh' perspective and put into a helpful context
- Able to put in place some significant strategic actions designed to overcome barriers that had been blocking progress
- Have undertaken a membership survey to support a stakeholder analysis
- Have been able to address a previously unsolved problem with volunteers.

Conclusions and recommendations

Conclusions

- The workshop was pitched at the right level and engaged delegates with an appropriate mix of activities. The discussions between delegates added value and it was clearly apparent that many were facing similar types of issues in their volunteering programmes.
- Delegates were able to take away something from the workshop tailored to their own situation, and the application of learning ranged from the 'operational' to the 'strategic'.
- This topic is of increasing importance to the effective management of volunteering programmes and is infrequently covered in current training programmes.

Recommendations

1. Repeat the delivery of workshops in other locations with suitable promotion and notice given to VSM networks.
2. Link the workshop to an accrediting body so it can be developed into a module and support the professional development of volunteer services managers.
3. Develop a bank of case studies of developing initiatives to capture successful practice and develop 'tool kits' for dissemination.
4. Seek funding to deliver this workshop in other volunteering sectors.