

Binghamton University

The Open Repository @ Binghamton (The ORB)

MPA Capstone Projects 2006 - 2015

Dissertations, Theses and Capstones

Spring 2011

Minimizing The Impact of Organizational Change on Volunteers at the American Red Cross

Megan Julie Connors
Binghamton University--SUNY

Follow this and additional works at: https://orb.binghamton.edu/mpa_capstone_archive



Part of the [Nonprofit Administration and Management Commons](#), and the [Performance Management Commons](#)

Recommended Citation

Connors, Megan Julie, "Minimizing The Impact of Organizational Change on Volunteers at the American Red Cross" (2011). *MPA Capstone Projects 2006 - 2015*. 48.
https://orb.binghamton.edu/mpa_capstone_archive/48

This Other is brought to you for free and open access by the Dissertations, Theses and Capstones at The Open Repository @ Binghamton (The ORB). It has been accepted for inclusion in MPA Capstone Projects 2006 - 2015 by an authorized administrator of The Open Repository @ Binghamton (The ORB). For more information, please contact ORB@binghamton.edu.

MINIMIZING THE IMPACT OF ORGANIZATIONAL CHANGE ON VOLUNTEERS AT
THE AMERICAN RED CROSS

BY

MEGAN JULIE CONNORS

BA, Binghamton University, 2009

CAPSTONE PROJECT

Submitted in partial fulfillment of the requirements for
the degree of Masters in Public Administration in the Graduate School of
Binghamton University
State University of New York
2011

Accepted in partial fulfillment of the requirements for
the degree of Masters in Public Administration
in the Graduate School of
Binghamton University
State University of New York
2011

Kristina Lambright _____
Assistant Professor and Director of Graduate Studies
Department of Public Administration
May 5, 2011

Fidaa Shehada _____
Visiting Assistant Professor
Department of Public Administration
May 5, 2011

Rebecca Snow _____
Chief Program Officer for Volunteers and Preparedness
South Central New York American Red Cross
May 5, 2011

Executive Summary

In 2010, the South Central New York American Red Cross region underwent an organizational restructuring process. In particular, the changes that resulted from this process led to a decrease in volunteer satisfaction. This decrease in volunteer satisfaction is a significant problem for the American Red Cross given that volunteers comprise 96% of their workforce.

To assist the South Central New York region with the aforementioned problem, a survey was distributed to volunteers within the region in order to examine strengths and weaknesses associated with the new structure. Furthermore, interviews were conducted with other regions to explore strategies for minimizing the impact of organizational change on volunteers. Four main findings emerged from the data. First, communication is important when transitioning volunteers to a new structure. Second, supervisors have an important role in transitioning volunteers to new changes. Third, both volunteer managers and volunteers emphasized empowering volunteers by providing them with more leadership responsibilities. Lastly, despite minimal satisfaction with the new structure, volunteers still plan on volunteering for the American Red Cross and would recommend the American Red Cross as a place to volunteer.

The above findings resulted in four recommendations that the South Central New York region may choose to implement. These recommendations include creating effective communication between paid personnel and volunteers, encouraging supervisors to solicit feedback and actively support the new structure, providing volunteers with additional leadership responsibilities, and sharing this study with both paid personnel and volunteers. The South Central New York region can use these recommendations to help minimize the impact of organizational change. Furthermore, these recommendations can also be used by other organizations that are experiencing similar problems with respect to non-profit restructuring.

Table of Contents

Executive Summary	iv
Problem Definition	1
Research Questions	3
Conceptual Framework	4
Literature Review	4
Resistance to Organizational Change	4
Reducing Resistance to Organizational Change	6
Methodology	8
Data Collection	8
Limitations and Strategies to Address Limitations	10
Data Analysis	11
Findings	12
Recommendations	20
Conclusion	24
References	25
Appendix A	29
Appendix B	31
Appendix C	37
Appendix D	38
Appendix E	41

List of Tables

Table 1: I was informed about why the American Red Cross decided to restructure	13
Table 2: Communication between paid staff and volunteers is consistent	14
Table 3: I know whom to contact when I have questions or concerns	15
Table 4: My supervisor has made an effort to solicit volunteer feedback	16
Table 5: My supervisor is an active supporter of the new structure	17
Table 6: Over the last six months, my volunteer experience has been excellent	20

Problem Definition

The concept of organizational restructuring has become more common among non-profit organizations in recent years (Campbell, 2009). Organizational restructuring can lead to numerous benefits for non-profit organizations, but it can also lead to various hidden costs. The South Central New York American Red Cross region has recently experienced hidden costs associated with organizational restructuring, specifically a decrease in volunteer satisfaction. In an effort to provide recommendations to the South Central New York region, this Capstone project will examine strengths and weaknesses associated with their new organizational structure, as well as strategies for minimizing the impact of organizational change on volunteers.

In 2010, the South Central New York region underwent a restructuring process that took five individual American Red Cross chapters and internally consolidated them into one chapter. This restructuring process occurred due to mounting financial concerns at the national level, where one-third of national staff was eliminated in 2008 (R. Snow, personal communication, October 28, 2010). As a result, the national level instituted a regionalization initiative to create more efficient and cost-effective services. The regionalization initiative grouped chapters geographically and strategically into regions, where the strongest chapter was identified as the lead chapter and all remaining chapters were identified as community chapters. Each region had to examine their current structure and decide how to change this structure to become more efficient and cost-effective as mandated by the regionalization initiative. The lead chapter, which the South Central New York region identified as the Southern Tier, became responsible for program and financial goals, as well as for oversight of each individual community chapter.

When determining their new structure, the South Central New York region identified other chapters currently exploring or employing regional models and interviewed other chapters

regarding their models and implementation. The resulting structure that was developed from this process led to several changes, which ultimately impacted those who volunteer for the South Central New York region. For example, the restructuring process resulted in internal staff changes, which have subsequently impacted volunteers in terms of to whom they report, how far away this person is, and how long it takes for volunteers to receive an answer to their questions.

Volunteers have expressed concerns with the new structure, which include statements such as “the big problem is communication” and “nobody likes change” (Southern Tier Blood Services Volunteer Meeting, October 28, 2010). In addition to these concerns, two volunteers who held major leadership roles at the Southern Tier chapter resigned in recent months, in part due to changes associated with restructuring. Furthermore, throughout any given week, an average of two to six volunteer complaints regarding the new structure come to the attention of the Chief Program Officer for Volunteers and Preparedness (R. Snow, personal communication, November 19, 2010). Based upon this evidence, the Regional Chief Executive Officer and the Chief Program Officer for Volunteers and Preparedness are concerned with the problem of decreased volunteer satisfaction as it relates to changes that have occurred due to restructuring.

A decrease in volunteer satisfaction is a problem that the American Red Cross needs to take seriously. The significance of this problem becomes apparent when one considers the number of people who volunteer for the American Red Cross. According to the Chief Program Officer for Volunteers and Preparedness, volunteers comprise 96% of the American Red Cross workforce. Specifically, there are approximately 1,400 volunteers across the five chapters in the South Central New York region. Based upon these numbers, volunteers are a critical component to successful operations of the American Red Cross. Without these volunteers, this organization would need to obtain a significant amount of funds in order to hire paid staff to provide similar

services. Furthermore, volunteer dissatisfaction could result in a potential decrease in volunteer involvement. Therefore, the Regional Chief Executive Officer and the Chief Program Officer for Volunteers and Preparedness view volunteer dissatisfaction as a problem that deserves adequate attention due to the importance that this organization places on their volunteers.

Over the years, non-profit restructuring has become more common, as demonstrated by Kohm and La Piana (2003), who found that almost one in four organizations reported some type of restructuring experience. Non-profit organizations who participate in consolidation processes often experience hidden costs, such as lowered staff morale, leadership issues, and staff turnover (Kohm and La Piana, 2003). Based upon these hidden costs, numerous non-profit organizations, in addition to the American Red Cross, are likely to face problems resulting from restructuring processes. Therefore, the recommendations that this Capstone project provides will not only benefit the South Central New York American Red Cross region, but will also benefit other organizations that are experiencing similar problems with respect to non-profit restructuring.

Research Questions

To assist the South Central New York region with the aforementioned problem concerning volunteer dissatisfaction with the new structure, this study will examine strengths and weaknesses associated with their new organizational structure, as well as explore strategies for minimizing the impact of organizational change on volunteers at the American Red Cross.

1. What strengths and weaknesses are associated with the new organizational structure as identified by volunteers in the South Central New York American Red Cross region?
2. What strategies do volunteer managers from other American Red Cross regions identify as minimizing the impact of organizational change on volunteers?

Conceptual Framework

Resistance to organizational change can create numerous consequences, such as decreased job satisfaction, organizational change failure, increased stress, turnover, and decreased organizational commitment (Tavakoli, 2010; Wanberg & Banas, 2000). An understanding of the factors that contribute to resistance will help organizational leaders facilitate successful change efforts (Atkinson, 2005; Furst & Cable, 2008; Lamm & Gordon, 2010). This literature review will provide a comprehensive understanding of the factors that influence resistance to organizational change as well as approaches for reducing such resistance.

Literature Review

Resistance to Organizational Change

Recently, scholars have acknowledged that resistance to change is largely influenced by individual differences and predispositions (Lamm & Gordon, 2010; Westover, 2010). For example, several studies suggested that perceived control was an important factor that influences an individual's resistance to change (Westover, 2010; Wanberg & Banas, 2000; Oreg, 2003). In particular, Terry and Callan (2000) noted that employees are more likely to experience better adjustment to organizational change when the change is viewed as being "amenable to personal control" (p. 14). In addition to perceived control, dogmatism was also cited in the literature as influencing resistance to change. Dogmatic individuals might have difficulties with adjusting to new situations due to their "rigidity and closed-mindedness" (Oreg, 2003, p. 681), although one empirical study failed to find support for this notion (Lau & Woodman, 1995). Studies also suggested that self-efficacy, defined as "an employee's perceived ability to function well on the job, despite the demands of a changing work environment" (Jimmieson, Terry, & Callan, 2004,

p. 13), influences resistance to organizational change. Other individual differences and predispositions that influence resistance to change include resilience, optimism, self-esteem, difficulties with adapting to the adjustment period, an unwillingness to give up old habits, and preference for low levels of novelty and stimulation (Oreg, 2003; Wanberg & Banas, 2000).

There is consensus among scholars that individual differences influence resistance to change, but other scholars have noted that the manner in which the change is implemented is also an important factor to consider (Oreg & Berson, 2009; Ford, Ford, & D'Amelio, 2008). In particular, several studies suggested that communication and information exchange minimizes resistance to organizational change. Communication throughout the change process helps to reduce employee anxiety and uncertainty (Liu & Perrewé, 2005), although scholars have found conflicting results in terms of the ideal amount of information that should be exchanged. For example, providing detailed information about an organizational change has been shown to both reduce resistance (Wanberg & Banas, 2000), as well as increase resistance (Oreg, 2006).

In addition to communication, several scholars found a relationship between trust in management and employee resistance to organizational change. For example, scholars noted that managers who are able to instill a sense of trust in their employees are more effective in circumventing resistance to organizational change (McLagan, 2003; Oreg, 2006; Kotter, 1995).

Scholars also identify the social environment within an organization as influencing resistance to change (Gibbons, 2004). As an example, an organizational change study conducted by Oreg and Berson (2009) showed that leaders' characteristics and behaviors influenced employees' reactions to change. In particular, employees were more likely to resist change when their leaders exhibited resistance to change, but were less likely to resist change when leaders expressed an openness to change. This study also found a cross-level interaction, where

transformational leadership was found to interact with individual level factors in determining an individual's resistance to change. More specifically, transformational leadership encompasses four components: charisma, inspirational leadership, intellectual stimulation, and individualized consideration (Bass & Steidlmeier, 1999). Based on these components, transformational leaders are able to "provide a motivational anchor that becomes shared among employees and which muffles the effects" of an individual's predisposition to change (Oreg & Berson, 2009, p. 4).

Reducing Resistance to Organizational Change

As mentioned previously, communication and information exchange are important factors that influence resistance to change. Communication was therefore cited in the literature as an important skill that managers should have in order to implement change effectively. In order to communicate effectively, managers must communicate honestly (Atkinson, 2005; Liu & Perrewe, 2005), minimize the use of jargon (Atkinson, 2005; Lewis, Schmisser, Stephens, & Weir, 2006), and create two-way communication that solicits member input (Blanchard, Britt, Hoekstra, & Zigarmi, 2009; Atkinson, 2005; McSparren & Motley, 2010). Furthermore, communication should be clear, consistent, frequent, and conducted as early as possible in order to minimize resistance to organizational change (Lewis et al., 2006; Liu & Perrewe, 2005).

Although the importance of communication is widely documented, discrepancies exist with respect to the communication channel that should be utilized. Some scholars note that communication should be orchestrated through various channels (Blanchard et al., 2009; Kotter, 1995), while others argue for more strategic face-to-face communication (Larkin & Larkin, 1994). Despite these disagreements concerning communication channels, most scholars note that people want to hear about change directly from their line manager (Atkinson, 2005).

Another approach to reducing resistance to organizational change is to communicate what will change as well as why it will change (Ford & Ford, 2009; Lewis et al., 2006). Managers are therefore encouraged to provide a context for the change, which allows employees to understand the need for the change and why it is worth it (Atkinson, 2005; Heath & Heath, 2010). In addition to providing a context for organizational change, managers are also encouraged to become active supporters of the change (Heath & Heath, 2010; Vasile, 2009).

Two final approaches to reducing resistance include using resistance as feedback as well as consulting others who have had successful change efforts. Managers are encouraged to appreciate resistance and to listen to varying perspectives, even critiques (Ritvo, Litwin, & Butler, 1995; Lewis et al., 2006). This feedback leads to an understanding of why people resist change, which equips managers with the knowledge needed to overcome such resistance (Atkinson, 2005). When faced with resistance, managers must also understand that they are not the first to encounter such problems and that others have survived similar challenges. Therefore, one powerful tactic for those who have not had experience with successful change is to find credible sources that can be consulted and readily available (Kotter & Cohen, 2002). Furthermore, managers should strive to emulate the best practices of exceptional organizations and to be guided by the literature in change management (Zorn, Page, & Cheney, 2000).

Based upon the literature review, this study examined strengths and weaknesses associated with the new organizational structure as well as explored strategies for minimizing the impact of organizational change on volunteers. In particular, I surveyed volunteers in the South Central New York American Red Cross region to examine strengths and weaknesses. I also interviewed other American Red Cross regions to identify strategies that were used to approach the change process, communicate change, and solicit volunteer feedback about the new structure.

Methodology

Data Collection

To examine strengths and weaknesses associated with the new organizational structure, I distributed a survey to volunteers within the South Central New York region. Prior to data collection, I received approval from the Human Subjects Research Review Committee at Binghamton University to ensure sound ethical practices, see Appendix A for the complete approval letter. I chose volunteers as an appropriate population to survey due to their expressed concerns with the new organizational structure and their willingness to provide feedback. Furthermore, surveys allowed for the collection of data from a large population without a substantial increase in time or cost. The survey was sent electronically to volunteers through an invitation collector from surveymonkey.com, an online tool used to generate custom survey instruments, to volunteers who provided the South Central New York region with an electronic mailing address. Over the course of the data collection period from March 4, 2011 to March 15, 2011, 1,055 surveys were distributed and 258 were returned, resulting in a response rate of 24%.

The survey contained both closed-ended and open-ended questions that were based on information presented in the literature review as well as feedback provided by the Chief Program Officer for Volunteers and Preparedness. In addition to general volunteer information and demographic questions, respondents were asked to indicate their level of agreement (strongly disagree to strongly agree, with an additional don't know response choice) with statements concerning the new structure. These statements included the following topics:

- Information provided about the new organizational structure
- Information provided about the reason for the change
- Communication under the new structure

- Ability to provide feedback about the new structure
- Supervisor support for the new structure
- Satisfaction with the new structure

Furthermore, three indicators obtained from the American Red Cross's annual volunteer satisfaction survey were used to assess overall volunteer satisfaction. These three indicators include excellence of their experience, intent to continue volunteering, and whether they would recommend the American Red Cross to a friend as a place to volunteer. Three open-ended questions were also asked to obtain more explicit feedback on strengths and weaknesses associated with the new structure. To view the complete volunteer survey, see Appendix B.

To explore strategies for minimizing the impact of organizational change, I also conducted semi-structured telephone interviews with volunteer managers from other American Red Cross regions. Each interviewee was either the volunteer manager of their region or the volunteer manager of one particular program area. I contacted all five regions in New York State and all seven regions in Pennsylvania to ask for their participation in this study. In total, I conducted four telephone interviews, with two from New York State and two from Pennsylvania. These interviews took place between March 11, 2011 and March 22, 2011, and ranged from 20 to 30 minutes in length. I chose semi-structured telephone interviews as an appropriate research method because it provided the South Central New York region with the opportunity to learn about effective strategies that other regions have used in transitioning their volunteers to the new structure. Furthermore, semi-structured telephone interviews allowed for the use of follow-up questions, more detailed responses, and the ability to probe deeper into given responses.

Eight open-ended questions were posed based on information presented in the literature review as well as feedback provided by the Chief Program Officer for Volunteers and

Preparedness. The questions that I asked during these interviews included the following topics:

- Information provided to volunteers about the new structure
- Information provided to volunteers about the reason for the change
- Communication under the new structure
- Opportunities for volunteers to provide feedback about the new structure
- Challenges encountered in transitioning volunteers to the new structure
- Strategies used to address these challenges

The use of open-ended questions allowed each interviewee to elaborate on concepts presented in the literature review. This subsequently provided me with an opportunity to determine whether there is support for the research I previously reviewed as it relates to the context of this particular study. For the complete interview instrument, see Appendix C.

Limitations and Strategies to Address Limitations

With respect to survey or interview questions, unclear or biased wording may cause respondents to provide answers that do not accurately reflect the phenomenon being measured (Schutt, 2009). To minimize this threat, Capstone committee professors and peer editors reviewed both instruments to guard against biased or unclear questions. This strategy also minimized threats associated with consistency, since unclear wording can generate significant differences in how respondents interpret questions (Schutt, 2009). An additional limitation concerns low response rates, which minimizes the researchers confidence that conclusions drawn from the sample will hold true for the larger population. To minimize this threat, I sent two follow-up emails to remind volunteers about the approaching deadline to complete the survey in order to increase the probability of obtaining an adequate response rate. Due to financial

limitations, I was unable to mail the survey to volunteers without a listed email address. To an extent, this limits conclusions drawn from the study since systematic differences may exist between volunteers with listed email addresses and volunteers without listed email addresses.

To maximize volunteer manager participation, I chose to interview regions in New York State due to the excellent working relationship that exists among these regions. Despite this excellent relationship, several regions could not be interviewed due to their limited knowledge concerning restructuring and its impact on volunteers. Therefore, regions in Pennsylvania were also invited to participate to increase the number of interviews conducted. To further maximize volunteer manager participation, each region was guaranteed confidentiality throughout the telephone interview and was also granted access to the finalized Capstone project. Although accessible and conducive to interview, the regions differed from one another with respect to size and number of volunteers. Therefore, it is possible that the findings obtained from these interviews are not generalizable to the South Central New York region. However, interviews with other regions still resulted in useful information since it allowed for an exploration of strategies that other regions have used in transitioning their volunteers to the new structure.

Data Analysis

To analyze the survey results, I used descriptive and inferential statistics, supplemented with a thematic analysis of written survey responses. Volunteers who indicated that they have been volunteering for six months or less were not included in the study due to their limited knowledge concerning the old structure versus the new structure. I used descriptive statistics, such as percentages and frequencies, to examine strengths and weaknesses associated with the new structure. To view all descriptive statistics, see Appendices D and E. I also used cross-

tabulation analysis to determine whether strengths and weaknesses associated with the new structure were related to other variables, such as American Red Cross chapter or program area.

In addition to descriptive statistics, I also performed chi-square tests to determine whether the relationship among these variables was statistically significant. When a result is statistically significant, any difference between groups is “due to some systematic influence and not due to chance” (Salkind, 2008, p. 156). I assessed significance at a .05 level, which means that there is a less than 5% chance that results are due to chance. When comparing differences between program areas, I individually compared blood services, disaster services, health and safety services, and leadership position with all other program areas combined. The other program areas listed within the survey could not be individually compared due to the limited number of respondents who indicated that they volunteer within these particular program areas. When presenting results related to program area, I will only focus on those that are significant.

With respect to the semi-structured telephone interviews, I searched for patterns within each narrative on topics related to the restructuring process. These topics included information provided to volunteers about the new structure, information provided about the reason for the change, communication under the new structure, how volunteer feedback is solicited and utilized, and strategies that have been effective in transitioning volunteers to the new structure.

Findings

Based upon descriptive statistics, inferential statistics, and thematic analysis, four main findings emerged from the data. These findings include: 1) communication is important when transitioning volunteers to a new structure; 2) supervisors have an important role in transitioning volunteers to new changes; 3) empowering volunteers by providing them with more leadership

responsibilities was emphasized by both volunteer managers and volunteers; and 4) despite minimal satisfaction with the new structure, volunteers still plan on volunteering for the American Red Cross and would recommend the American Red Cross as a place to volunteer.

Finding #1: Communication is important when transitioning volunteers to a new structure.

With respect to communicating information to volunteers about the change, only 55.7% of volunteers agreed that they are familiar with the structural changes the American Red Cross has made. Furthermore, only 47.2% of volunteers agreed that they were informed about why the American Red Cross decided to restructure. There is a significant relationship between program area and communicating the reason for the change. As indicated in Table 1, leadership position volunteers were more likely to agree that they were informed about why the American Red Cross decided to restructure when compared to all other program areas. While 87.5% of leadership position volunteers agreed with this statement, only 50.3% of volunteers from all other program areas agreed that they were informed about why the American Red Cross decided to restructure.

Table 1: I was informed about why the American Red Cross decided to restructure

	Leadership Position Volunteers	Volunteers from All Other Program Areas Combined
Strongly Disagree/Disagree	12.5% (2)	34.7% (67)
Neither Agree nor Disagree	0% (0)	15.0% (29)
Strongly Agree/Agree	87.5% (14)	50.3% (97)

Note: This comparison excludes the “don’t know” choice since the number of respondents who selected “don’t know” for this question was too small to adequately run a chi-square test.

Consistent with Ford (2009), Lewis et al. (2006), and Atkinson (2005), volunteer managers are using best practices from the literature that urge management to communicate what

will change as well as why it will change. As one volunteer manager noted, “the goal is communication, communication, communication,” and each region stressed the importance of communicating information about the new structure to their volunteers. Each region also noted the importance of communicating information about the reason for the change. As stated by one volunteer manager, “resistance comes from not explaining the full rationale for the changes.”

In addition to statements concerning communication about the change and the reason for the change, a small percentage of volunteers agreed that communication is clear (31.2%) and consistent (31.8%) under the new structure. There is a significant relationship between chapter and consistent communication. When compared to all other chapters, volunteers from the Southern Tier chapter were more likely to agree that communication is consistent: 39.8% of volunteers from the Southern Tier chapter agreed with this statement, whereas 24.4% of volunteers from all other chapters agreed with this statement, as illustrated below in Table 2.

Table 2: Communication between paid staff and volunteers is consistent

	Volunteers from the Southern Tier Chapter	Volunteers from Non- Southern Tier Chapters
Strongly Disagree/Disagree	22.1% (25)	32.5% (40)
Neither Agree nor Disagree	18.6% (21)	25.2% (31)
Strongly Agree/Agree	39.8% (45)	24.4% (30)
Don't Know	19.5% (22)	17.9% (22)

Note: Those who selected multiple chapters were included in “Non-Southern Tier Chapters.”

Also related to clear and consistent communication, only 49.6% of volunteers agreed that since the restructuring, they know whom to contact when they have questions or concerns. The relationship between program area and whether a respondent knew whom to contact for questions or concerns was statistically significant. Disaster services volunteers were more likely

to agree that they know whom to contact for questions or concerns when compared to other program areas. As noted in Table 3, 65.8% of volunteers from disaster services agreed with this statement, whereas 42.4% from all other program areas agreed with this same statement.

Table 3: I know whom to contact when I have questions or concerns

	Disaster Services Volunteers	Volunteers from All Other Program Areas Combined
Strongly Disagree/Disagree	15.1% (11)	29.7% (49)
Neither Agree nor Disagree	13.7% (10)	18.8% (31)
Strongly Agree/Agree	65.8% (48)	42.4% (70)
Don't Know	5.5% (4)	9.1% (15)

When analyzing open-ended survey responses, one theme related to communication that I found concerns volunteers' desire to receive information through multiple communication channels. Several volunteers indicated that electronic communication should be utilized to disseminate information under the new structure, while others indicated that mailings and face-to-face meetings would be more effective. The utilization of multiple communication channels was also emphasized by three of the four regions interviewed. This is consistent with Blanchard et al. (2009) and Kotter (1995) who noted that communication should be orchestrated through various channels. Although one region exclusively uses electronic communication, the other three regions recognized the importance of providing information through multiple communication channels. For example, one volunteer manager noted, "older folks are not as technologically savvy," while another volunteer manager stated, "although we're moving into electronic communication, you cannot forget that people desire face-to-face communication."

Finding #2: Supervisors have an important role in transitioning volunteers to new changes.

In addition to communication, supervisors also have an important role in transitioning volunteers to new changes. With respect to soliciting feedback, only 28.5% of volunteers agreed that their supervisor has made an effort to solicit volunteer feedback about the new organizational structure and only 20.6% of volunteers agreed that their supervisor *utilizes* the feedback that they provide. There is a significant relationship between program area and solicitation of feedback. Although 45.8% of health and safety services volunteers disagreed that their supervisor has made an effort to solicit feedback about the new structure, only 25.1% of volunteers from all other programs disagreed with this same statement, as shown in Table 4.

Table 4: My supervisor has made an effort to solicit volunteer feedback

	Health and Safety Services Volunteers	Volunteers from all Other Program Areas Combined
Strongly Disagree/Disagree	45.8% (11)	25.1% (53)
Neither Agree nor Disagree	20.8% (5)	32.2% (68)
Strongly Agree/Agree	33.3% (8)	28.0% (59)
Don't Know	0% (0)	14.7% (31)

A low percentage of volunteers agreed that their supervisor has made an effort to solicit feedback, yet an effective strategy identified by volunteer managers from other regions was the need to solicit feedback about the new structure. This corresponds with Blanchard et al. (2009), McSparren and Motley (2010), and Atkinson (2005), who emphasized the need to solicit member input when implementing organizational change. Examples that volunteer managers gave on how to solicit feedback include sending out an email to indicate their willingness to receive feedback, providing opportunities for volunteers to meet with paid personnel in order to

express their grievances, and having an “open door policy” that encourages volunteers to meet with their supervisors when they have suggestions or concerns regarding the new structure.

In addition to soliciting feedback, supervisors also have an important role with respect to actively supporting the new structure. Only 34.2% of volunteers agreed that their supervisor is an active supporter of the new structure. In fact, approximately one-fourth of volunteers (28.2%) indicated that they did not know whether their supervisor supports the new structure. There is a significant relationship between program area and active support. In particular, disaster services volunteers were more likely to agree that their supervisor is an active supporter of the new structure. As Table 5 illustrates, 50.7% of volunteers from disaster services agreed with this statement, whereas 26.7% of volunteers from all other program areas agreed with this statement.

Table 5: My supervisor is an active supporter of the new structure

	Disaster Services Volunteers	Volunteers from All Other Program Areas Combined
Strongly Disagree/Disagree	2.7% (2)	6.2% (10)
Neither Agree nor Disagree	24.7% (18)	36.0% (58)
Strongly Agree/Agree	50.7% (37)	26.7% (43)
Don't Know	21.9% (16)	31.1% (50)

Volunteer managers, specifically three of the four regions interviewed, also emphasized the need to actively support the new structure. This is consistent with Heath and Heath (2010) and Vasile (2009), who encourage managers to support new changes in order to reduce resistance to change. One volunteer manager stated that the changes have forced a cultural shift upon their region and “I celebrate that,” while another volunteer manager noted that the new structure is “solid and has helped us grow.” Furthermore, these three regions emphasized the

need to communicate these benefits to their volunteers to create unity and togetherness. As one volunteer manager stated, “we’d be sunk if we didn’t embrace the new structural changes.”

Finding #3: Both volunteer managers and volunteers emphasized the need to empower volunteers by providing them with more leadership responsibilities.

Another common theme that emerged from the data concerns empowerment and the need to provide volunteers with additional leadership responsibilities. Three of the four regions interviewed emphasized the need to empower volunteers by providing them with more leadership responsibilities. These three regions acknowledged that one challenge associated with the new structure involves recent decreases in paid personnel. To overcome this challenge, each region recognized the need to maximize their usage of volunteers by providing them with additional responsibilities. Examples that volunteer managers gave on how to empower volunteers include taking on responsibility for groups and activities, being project leaders, mentoring other volunteers, conducting meetings, setting agendas, and helping with volunteer training. These three regions noted that empowering volunteers has been helpful to get volunteers motivated and onboard with the new organizational structure. As one volunteer manager stated, “we’re a team, we’re in this together,” and “when they get it, they’re onboard.”

When analyzing the open-ended survey responses, I found that volunteers from the South Central New York region also acknowledged the need to empower volunteers by providing them with more leadership responsibilities. These volunteers expressed similar concerns with respect to paid personnel under the new structure. Seventeen volunteers noted that paid personnel have taken on added responsibilities under the new structure. For example, volunteers stated that “staff is stretched to the limit” and “we have put too much on the shoulders of too few.” Due to

these concerns, volunteers expressed a desire to receive more responsibility under the new structure. Eleven volunteers noted that paid personnel should utilize their resources (volunteers) more and consider seeking guidance from volunteers who are experts in their fields.

Furthermore, volunteers stated that paid personnel often tell capable volunteers who would like additional responsibilities under the new structure that they lack training or are not qualified.

Finding #4: Despite minimal satisfaction with the new structure, volunteers still plan on volunteering and would recommend the American Red Cross as a place to volunteer.

Overall, survey results indicate that despite minimal satisfaction with the new structure, volunteers still on volunteering and would recommend the American Red Cross to a friend as a place to volunteer. With respect to satisfaction, only 26.6% of volunteers agreed that they are satisfied with the new structure. Despite this, 77.4% agreed that they plan to continue volunteering and 75.2% agreed that they would recommend the American Red Cross as a place to volunteer. The latter two percentages indicate that the American Red Cross has an extremely loyal volunteer base that is willing to adapt and adjust to structural changes in the organization.

Despite the two aforementioned high percentages concerning intent to continue volunteering and recommendation of the American Red Cross to a friend as a place to volunteer, only 50.4% of volunteers agreed that their volunteer experience has been excellent over the past six months. This may be an indication of the recent decrease in volunteer satisfaction that was noted within the problem statement. Furthermore, I found a significant relationship between chapter and excellence of volunteer experience. For example, volunteers from the Southern Tier chapter were more likely to agree that their volunteer experience has been excellent. While

62.2% of volunteers from the Southern Tier chapter agreed with this statement, only 42.0% of volunteers from all other chapters agreed with this same statement, as demonstrated in Table 6.

Table 6: Over the last six months, my volunteer experience has been excellent

	Volunteers from the Southern Tier Chapter	Volunteers from Non- Southern Tier Chapters
Strongly Disagree/Disagree	13.5% (15)	29.4% (35)
Neither Agree nor Disagree	24.3% (27)	28.6% (34)
Strongly Agree/Agree	62.2% (69)	42.0% (50)

Note: This comparison excludes the “don’t know” choice since the number of respondents who selected “don’t know” for this question was too small to adequately run a chi-square test.

Recommendations

This study identified strengths and weaknesses associated with the new structure as well as strategies that other volunteer managers deemed effective in minimizing the impact of organizational change on volunteers. Based upon these findings, I advise the South Central New York region to focus on four main recommendations. These recommendations include: 1) create effective communication between paid personnel and volunteers; 2) encourage supervisors to solicit feedback and actively support the new structure; 3) provide volunteers with additional leadership responsibilities; and 4) share this study with both paid personnel and volunteers.

Recommendation #1: Focus on creating effective communication between paid personnel and volunteers that uniformly spans across all program areas and chapters.

The above findings illuminate the issue concerning effective communication between paid personnel and volunteers under the new structure. I recommend that the South Central New

York region focus efforts on creating effective communication between paid personnel and volunteers that uniformly spans across all program areas and chapters. Since only 55.7% of volunteers agreed that they are familiar with the structural changes, the South Central New York region should provide volunteers with opportunities to ask questions about the new structure. As noted by both volunteers and volunteer managers, communication is most effective when it is orchestrated through multiple communication channels. Therefore, the South Central New York region should utilize various modes of communication when providing volunteers with an opportunity to ask questions about the new structure. For example, the South Central New York region can provide their volunteers with an opportunity to ask questions through communication channels such as electronic communication, as well as through face-to-face communication.

The South Central New York region should also facilitate efforts to inform volunteers about why the American Red Cross decided to restructure. As the volunteer managers noted, communicating the reason for the change helps to minimize resistance among volunteers. Since 87.5% of leadership position volunteers agreed that they were informed about why the American Red Cross decided to restructure, the South Central New York region may wish to focus their efforts on other program areas when communicating information about the reason for the change.

To facilitate clear and consistent communication between volunteers and volunteer managers, the South Central New York region should provide volunteers with an organizational chart that details contact information and responsibilities of paid personnel under the new structure. This is especially pertinent as it relates to communication across the various chapters and program areas. Since volunteers from the Southern Tier chapter were more likely to agree that communication is consistent, and volunteers from disaster services were more likely to agree

that they know whom to contact for questions or concerns, an organizational chart can aid volunteers in other chapters and program areas with respect to these communication issues.

Recommendation #2: Encourage supervisors to solicit feedback from volunteers about the new structure, as well as demonstrate active support for the new structure.

The aforementioned findings also illuminate the need to solicit volunteer feedback about the new structure as well as demonstrate active support for the new structure. Since only 28.5% of volunteers agreed that their supervisor solicits feedback about the new structure, I recommend that the South Central New York region encourage supervisors to seek input about the new structure from their volunteers. Although percentages with respect to agreement were low across all program areas, volunteers from health and safety services were more likely to disagree that their supervisor has made an effort to solicit volunteer feedback about the new structure. Therefore, the South Central New York region may wish to focus their efforts on this particular program area with respect to soliciting volunteer feedback about the new structure. To solicit feedback, the South Central New York region should consider implementing actions that other volunteer managers deemed effective. These effective strategies include having supervisors send out an email to indicate their willingness to receive feedback, providing face-to-face opportunities for volunteers to meet with paid personnel in order to express their grievances, and having an “open door policy” that encourages volunteers to meet with their supervisors when they have suggestions or concerns regarding the new organizational structure.

In addition to soliciting feedback, I also recommend that the South Central New York region focus on actively supporting the recent structural changes. Although percentages with respect to agreement were relatively low across all program areas, volunteers from disaster

services were more likely to agree that their supervisor is an active supporter of the new structure. Therefore, the South Central New York region can seek input from this particular program area in order to identify ways for supervisors to demonstrate their active support for the new structure. Furthermore, other volunteer managers also emphasized the need to actively support the new structure, which adds further encouragement for this specified action.

Recommendation #3: Provide volunteers with additional leadership responsibilities.

To address concerns related to paid personnel under the new structure, I recommend that the South Central New York region provide volunteers with added leadership responsibilities. Other volunteer managers emphasized the need to empower volunteers with additional responsibilities, while volunteers within the South Central New York region also expressed a desire to receive more responsibility. The South Central New York region should consider exploring opportunities that would provide volunteers with more leadership responsibilities. Depending upon the needs of the South Central New York region and the capabilities of their volunteers, the South Central New York region may wish to implement actions that other volunteer managers deemed effective. Particular examples include exploring opportunities for volunteers to lead groups and activities, become project leaders, mentor other volunteers, conduct meetings, set agendas, and help with volunteer training. This added responsibility would help volunteers to become motivated and onboard with the new organizational structure.

Recommendation #4: Share this study with both paid personnel and volunteers.

I recommend that the South Central New York region share information from this study with both paid personnel and volunteers. Sharing information will allow paid personnel and

volunteers to work together in order to address weaknesses associated with the new structure. When sharing information, the South Central New York region may want focus on the main findings and recommendations highlighted within this study. Since the South Central New York region has an extremely loyal volunteer base, volunteers should be willing to work with paid personnel to address weaknesses with the new structure as well as build upon current strengths.

Conclusion

Volunteers are a critical component to successful operations of the American Red Cross. It is therefore imperative that the South Central New York region work with their volunteers to address weaknesses associated with the new organizational structure. The findings and recommendations that emerged from this study may be used to assist the South Central New York region in minimizing the impact of organizational change on volunteers, as well as by other organizations that are experiencing similar problems with respect to non-profit restructuring.

References

- Atkinson, P. (2005). Managing resistance to change. *Management Services*, 49, 14-19.
- Bass, B.M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *Leadership Quarterly*, 10, 181-217.
- Blanchard, K., Britt, J., Hoekstra, J., & Zigarmi, P. (2009). *Who killed change? Solving the mystery of leading people through change*. New York: William Morrow.
- Campbell, D.A. (2009). Giving up the single life: Leadership motivations for interorganizational restructuring in nonprofit organizations. *Administration in Social Work*, 33, 368-386.
- Ford, J.D., & Ford, L.W. (2009). Decoding resistance to change. *Harvard Business Review*, 87, 99-103.
- Ford, J.D., Ford, L.W., & D'Amelio, A. (2008). Resistance to change: The rest of the story. *Academy of Management Review*, 33, 362-377.
- Furst, S.A., & Cable, D.M. (2008). Employee resistance to organizational change: Managerial influence to tactics and leader-member exchange. *Journal of Applied Psychology*, 93, 453-462.
- Gibbons, D.E. (2004). Network structure and innovation ambiguity effects on diffusion in dynamic organizational fields. *Academy of Management Journal*, 47, 938-951.
- Heath, C., & Heath, D. (2010). *Switch: How to change things when change is hard*. New York: Broadway Books.
- Jimmieson, N.L., Terry, D.J., & Callan, V.J. (2004). A longitudinal study of employee adaptation to organizational change: The role of change-related information and change-related self-efficacy. *Journal of Occupational Health Psychology*, 9, 11-27.

- Kohm, A., & La Piana, D. (2003). *Strategic restructuring for nonprofit organizations: Mergers, integrations, and alliances*. Westport, California: Praeger Publishers.
- Kotter, J.P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73, 106-114.
- Kotter, J.P., & Cohen, D.S. (2002). Creative ways to empower action to change the organization: Cases in point. *Journal of Organizational Excellence*, 22, 73-82.
- Lamm, E., & Gordon, J.R. (2010). Empowerment, predisposition to resist change, and support for organizational change. *Journal of Leadership & Organizational Studies*, 17, 426-437.
- Larkin, T., & Larkin, S. (1994). *Communicating change: Winning employee support for new business goals*. New York: McGraw.
- Lau, C.M., & Woodman, R.W. (1995). Understanding organizational change: A schematic perspective. *Academy of Management Journal*, 38, 537-554.
- Lewis, L.K., Schmisser, A.M., Stephens, K.K., & Weir, K.E. (2006). Advice on communicating during organizational change: The content of popular press books. *Journal of Business Communication*, 43, 113-137.
- Liu, Y., & Perrewe, P.L. (2005). Another look at the role of emotion in the organizational change: A process model. *Human Resource Management Review*, 15, 263-280.
- McLagan, P.A. (2003). The change-capable organization. *Training & Development*, 57, 50-58.
- McSparren, W.M., & Motley, D.Y. (2010). How to improve the process of change: The sanctuary model. *Nonprofit World*, 28, 14-15.
- Oreg, S. (2003). Resistance to change: Developing an individual differences measure. *Journal of Applied Psychology*, 88, 680-693.
- Oreg, S. (2006). Personality, context, and resistance to organizational change. *European Journal*

- of Work and Organizational Psychology, 15, 73-101.*
- Oreg, S., & Berson, Y. (2009). *Leaders' characteristics and behaviors and employees' resistance to organizational change*. Retrieved from <http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?hid=104&sid=35bbcab9-414f-4486-9f9c-52c4ea157a56%40sessionmgr112&vid=3>
- Ritvo, R.A., Litwin, A.H., & Butler, L. (1995). *Managing in the age of change: Essential skills to manage today's diverse workforce*. New York: Irwin Professional Publishing.
- Salkind, N.J. (2008). *Statistics for people who think they hate statistics*. Los Angeles: Sage Publications.
- Schutt, R.S. (2009). *Investigating the social world: The processes and practice of research*. Los Angeles: Pine Forge Press.
- Tavakoli, M. (2010). A positive approach to stress, resistance, and organizational change. *Procedia Social and Behavioral Sciences, 5, 1794-1798.*
- Terry, D.J., & Callan, V.J. (2000). Employee adjustment to an organizational change: A stress and coping perspective. In P. Dewe, M. Leiter, & T. Cox (Eds.), *Coping, health, and organizations* (pp. 259-276). London: Taylor & Francis.
- Vasile, D.C. (2009). Communicational approach in the organizational change management. *Annals of the University of Oradea, Economic Science Series, 18, 185-190.*
- Wanberg, C.R., & Banas, J.T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology, 85, 132-142.*
- Westover, J.H. (2010). Managing organizational change: Change agent strategies and techniques to successfully managing the dynamics of stability and change in organizations. *International Journal of Management and Innovation, 2, 45-50.*

Zorn, T.E., Page, D.J., & Cheney, G. (2000). Nuts about change: Multiple perspectives on change-oriented communication in a public sector organization. *Management Communication Quarterly*, 13, 515-566.

Appendix A

Date: March 4, 2011

To: Megan Connors, DPA

From: Anne M. Casella, CIP Administrator
Human Subjects Research Review Committee

Subject: Human Subjects Research Approval

Protocol Number: 1647-11

Protocol title: *Minimizing the Impact of Organizational Change on Volunteers at the American Red Cross*

Your project identified above was reviewed by the HSRRC and has received an expedited approval pursuant to the Department of Health and Human Services (DHHS) regulations, 45 CFR 46.110(7). The Informed Consent document has been approved – for a period of one year – with the following Waivers: 46.116 (4) Waiver alternate treatment, 46.116 (6) Waiver of requiring whether medical treatments are available if injury occurs.

An expedited status requires that you will be required to submit a Continuing Review application annually as outlined by Federal Guidelines: *46.109 (e) An IRB shall conduct continuing review of research covered by this policy at intervals appropriate to the degree of risk, but not less than once per year, and shall have authority to observe or have a third party observe the consent process and the research.*

If your project undergoes any changes these changes must be reported to our office prior to implementation, using the form listed below:

http://humansubjects.binghamton.edu/2009_Forms/012_Modification%20Form.rtf

Principal Investigators or any individual involved in the research must report any problems involving the conduct of the study or subject participation. Any problems involving the recruitment and consent processes or any deviations from the approved protocol should be reported in writing within five (5) business days as outlined in Binghamton University –Human Subjects Research Review Office - Policy and procedures IX.F.1 Unanticipated problems/adverse event/complaints. We also require that the following form be submitted.
<http://humansubjects.binghamton.edu/Forms/Forms/Adverse%20Event%20Form.rtf>

University policy requires you to maintain as a part of your records, any documents pertaining to the use of human subjects in your research. This includes any information or materials conveyed to, and received from, the subjects, as well as any executed consent forms, data and analysis results. These records must be maintained for at least six years after project completion or termination. If this is a funded project, you should be aware that these records are subject to inspection and review by authorized representative of the University, State and Federal governments.

Please notify this office when your project is complete by completing and forwarding to our

office the following form:

<http://humansubjects.binghamton.edu/Forms/Forms/Protocol%20Closure%20Form.rtf>

Upon notification we will close the above referenced file. Any reactivation of the project will require a new application.

This documentation is being provided to you via email. A hard copy will not be mailed unless you request us to do so.

Thank you for your cooperation, I wish you success in your research, and please do not hesitate to contact our office if you have any questions or require further assistance.

cc: file

Kristina Lambright

Diane Bulizak, Secretary

Human Subjects Research Review Office

Biotechnology Building, Room 2205

85 Murray Hill Rd.

Vestal, NY 13850

dbulizak@binghamton.edu

Telephone: (607) 777-3818

Fax: (607) 777-5025

Appendix B

Survey Instrument

You are invited to participate in a research study to determine what makes an effective transition for volunteers following an organizational restructuring process. Your responses will help the American Red Cross provide a more effective transition for their volunteers following their recent organizational restructuring process. You are being asked to participate because you currently volunteer for the American Red Cross. The survey will take 5 minutes to complete. Your decision to participate is voluntary and all responses are confidential. You are not required to answer all of the questions and are free to stop at any time. Your decision to participate will not affect your relationship with the American Red Cross or Binghamton University.

For questions or concerns please contact Megan Connors at mconnor1@binghamton.edu

GENERAL INFORMATION

1. You are a:

_____ Registered Volunteer (You have completed ALL of the following: Volunteer Application, Code of Business Ethics and Conduct Form, Confidential Information & Intellectual Property Agreement, and Background Check).

_____ Unregistered Volunteer (You volunteer but have NOT completed ALL of the following: Volunteer Application, Code of Business Ethics and Conduct Form, Confidential Information & Intellectual Property Agreement, and Background Check).

2. For which American Red Cross Chapter do you currently volunteer?

_____ Cortland County
 _____ Greater Steuben
 _____ Southern Tier
 _____ Sullivan Trail
 _____ Tompkins County
 _____ Other, please specify: _____

3. In which of the following areas do you spend the majority of your time volunteering with the American Red Cross?

_____ Blood Services
 _____ Community Services
 _____ Disaster Services
 _____ Financial Development/Fundraising
 _____ General Administration or Support
 _____ Health and Safety Services
 _____ International Services
 _____ Leadership Position (Board or Management)
 _____ Service to the Armed Forces (SAF) at a Chapter
 _____ Service to the Armed Forces (SAF) Stations

____ Volunteer Resources
 ____ Youth Program
 ____ Other, please specify: _____

4. Over the last 12 months, approximately how many hours of your time have you volunteered with the American Red Cross in an average month?

____ 10 hours or less
 ____ 11 to 20 hours
 ____ 21 to 80 hours
 ____ More than 80 hours

5. How long have you been an American Red Cross volunteer?

____ 6 months or less
 ____ 7 to 11 months
 ____ 1 to 2 years
 ____ 3 to 5 years
 ____ 6 to 10 years
 ____ More than 10 years

Based on the area you volunteer the most in, please indicate your level of agreement with the statements below regarding the American Red Cross's recent organizational restructuring process.

6. I am familiar with the structural changes the American Red Cross made.

____ Strongly Disagree
 ____ Disagree
 ____ Neither Agree nor Disagree
 ____ Agree
 ____ Strongly Agree
 ____ Don't Know

7. I was provided with detailed information about the restructuring process before it went into effect on September 1, 2010.

____ Strongly Disagree
 ____ Disagree
 ____ Neither Agree nor Disagree
 ____ Agree
 ____ Strongly Agree
 ____ Don't Know

8. I was informed about *why* the American Red Cross decided to restructure.

____ Strongly Disagree
 ____ Disagree
 ____ Neither Agree nor Disagree

- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

9. Communication between paid staff and volunteers is *clear* under the new structure.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

10. Communication between paid staff and volunteers is *consistent* under the new structure.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

11. Since the restructuring, I know whom to contact when I have questions or concerns.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

12. Since the restructuring, my questions or concerns are addressed in a timely manner.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

13. Since the restructuring, I have the support and guidance I need to accomplish my volunteer activities.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree

_____ Don't Know

14. My supervisor has provided me with information about the new structure.

_____ Strongly Disagree
_____ Disagree
_____ Neither Agree nor Disagree
_____ Agree
_____ Strongly Agree
_____ Don't Know

15. My supervisor has made an effort to solicit volunteer feedback regarding the new structure.

_____ Strongly Disagree
_____ Disagree
_____ Neither Agree nor Disagree
_____ Agree
_____ Strongly Agree
_____ Don't Know

16. My supervisor utilizes the feedback I provide about the new structure.

_____ Strongly Disagree
_____ Disagree
_____ Neither Agree nor Disagree
_____ Agree
_____ Strongly Agree
_____ Don't Know

17. My supervisor is an active supporter of the new structure.

_____ Strongly Disagree
_____ Disagree
_____ Neither Agree nor Disagree
_____ Agree
_____ Strongly Agree
_____ Don't Know

18. I am satisfied with the new structure.

_____ Strongly Disagree
_____ Disagree
_____ Neither Agree nor Disagree
_____ Agree
_____ Strongly Agree
_____ Don't Know

19. Over the last six months, my volunteer experience at the American Red Cross has been excellent.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

20. I plan to continue volunteering for the American Red Cross.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

21. I would recommend the American Red Cross to a friend as a place to volunteer.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree
- ☐ Don't Know

ADDITIONAL COMMENTS

22. What has the American Red Cross done well to transition volunteers to the new organizational structure?

23. What improvements could the American Red Cross make to more effectively transition volunteers to the new organizational structure?

24. Please provide any additional comments you would like to make.

DEMOGRAPHICS

25. What is your gender?

- ☐ Male
☐ Female

26. What is your age?

- ☐ Under 18
☐ 18 to 34
☐ 35 to 44
☐ 45 to 54
☐ 55 to 64
☐ 65 or older

27. What is your race/ethnicity?

- ☐ African American
☐ American Indian or Alaska Native
☐ Asian
☐ Hispanic or Latino
☐ Native Hawaiian or other Pacific Islander
☐ White
☐ Other, please specify: _____

28. What is your highest level of education?

- ☐ Some high school
☐ High school graduate
☐ Technical school graduate
☐ Some college
☐ College graduate
☐ Postgraduate degree

29. What is your current employment status beyond your work at the American Red Cross?

- ☐ Employed full-time
☐ Employed part-time
☐ Unemployed
☐ Student
☐ Retired

Thank you for your participation!

Appendix C

Telephone Interview Instrument

1. Please describe your position as an American Red Cross volunteer manager.
2. What impact have the structural changes had on those who volunteer for your region?
3. What, if any, information was provided to your volunteers about the restructuring?
4. What modes of communication do you use when providing information to volunteers about the new structure? Which modes, if any, have been more effective than others?
5. To what extent have volunteers had the opportunity to provide feedback regarding the new structure? To what extent is this feedback utilized?
6. What challenges have you encountered in transitioning volunteers to the new structure?
7. What different strategies have you used to address these challenges?
8. Which of these strategies have been most effective in transitioning your volunteers to the new structure? Which of these strategies have been least effective in transitioning your volunteers to the new structure?

Appendix D

General and Demographic Information of Survey Respondents

<u>Registration</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
---------------------	-----------------	----------------	-----------------	--------------

Registered Volunteer	93.5%	215
Unregistered Volunteer	6.5%	15

<u>Chapter</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
----------------	-----------------	----------------	-----------------	--------------

Cortland County	11.6%	30
Greater Steuben	15.5%	40
Southern Tier	48.8%	126
Sullivan Trail	5.0%	13
Tompkins County	12.4%	32
Other	3.9%	10
Multiple Chapters	2.7%	7

<u>Program Area</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
---------------------	-----------------	----------------	-----------------	--------------

Blood Services	26.0%	67
Community Services	4.7%	12
Disaster Services	30.2%	78
Financial Development	1.2%	3
General Administration	4.3%	11
Health and Safety Services	9.3%	24
International Services	.4%	1
Leadership Position	7.4%	19
SAF Chapter	1.9%	5
SAF Stations	.4%	1
Volunteer Resources	.4%	1
Youth Program	.4%	1
Other	13.6%	35

<u>Average Time/Month</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
---------------------------	-----------------	----------------	-----------------	--------------

10 hours or Less	49.4%	126
11 to 20 Hours	19.6%	50
21 to 80 Hours	19.6%	50
More than 80 Hours	11.4%	29

<u>Length of Volunteerism</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
-------------------------------	-----------------	----------------	-----------------	--------------

7 to 11 Months	10.1%	26
1 to 2 Years	17.5%	45
3 to 5 Years	24.5%	63
6 to 10 Years	22.2%	57
More than 10 Years	25.7%	66

<u>Gender</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
---------------	-----------------	----------------	-----------------	--------------

Male	31.9%	73
Female	68.1%	156

<u>Age</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
------------	-----------------	----------------	-----------------	--------------

Under 18	0%	0
18 to 34	6.9%	16
35 to 44	5.2%	12
45 to 54	22.5%	52
55 to 64	31.2%	72
65 or Older	34.2%	79

<u>Race/Ethnicity</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
-----------------------	-----------------	----------------	-----------------	--------------

African American	.4%	1
American Indian/Alaska Native	.4%	1
Asian	.9%	2
Hispanic or Latino	1.8%	4
Native Hawaiian	.4%	1
White	93.9%	214
Other	2.2%	5

<u>Education</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
------------------	-----------------	----------------	-----------------	--------------

Some High School	.4%	1
High School Graduate	11.7%	27
Technical School Graduate	3.9%	9
Some College	15.6%	36
College Graduate	35.1%	81
Postgraduate Degree	33.3%	77

<u>Employment Status</u>	<u>Response</u>	<u>Percent</u>	<u>Response</u>	<u>Count</u>
Employed Full-Time		30.3%		69
Employed Part-Time		8.8%		20
Unemployed		6.6%		15
Student		4.8%		11
Retired		49.6%		113

Appendix E

Additional Descriptive Statistics

Statement	Strongly Disagree/Disagree	Neither Agree nor Disagree	Strongly Agree/Agree	Don't Know
I am familiar with the structural changes the American Red Cross made.	15.6% (37)	18.6% (44)	55.7% (132)	10.1% (24)
I was provided with detailed information about the restructuring process before it went into effect on September 1, 2010.	30.0% (71)	19.0% (45)	40.5% (96)	10.5% (25)
I was informed about why the American Red Cross decided to restructure.	29.4% (69)	12.3% (29)	47.2% (111)	11.1% (26)
Communication between paid staff and volunteers is clear under the new structure.	30.0% (71)	20.3% (48)	31.2% (74)	18.6% (44)
Communication between paid staff and volunteers is consistent under the new structure.	27.5% (65)	22.0% (52)	31.8% (75)	18.6% (44)
Since the restructuring, I know whom to contact when I have questions or concerns.	25.2% (60)	17.2% (41)	49.6% (118)	8.0% (19)

Statement	Strongly Disagree/Disagree	Neither Agree nor Disagree	Strongly Agree/Agree	Don't Know
Since the restructuring, my questions or concerns are addressed in a timely manner.	16.7% (39)	30.8% (72)	41.0% (96)	11.5% (27)
Since the restructuring, I have the support and guidance I need to accomplish my volunteer activities.	21.7% (51)	23.4% (55)	47.2% (111)	7.7% (18)
My supervisor has provided me with information about the new structure.	20.4% (48)	21.7% (51)	44.3% (104)	13.6% (32)
My supervisor has made an effort to solicit volunteer feedback regarding the new structure.	27.2% (64)	31.1% (73)	28.5% (67)	13.2% (31)
My supervisor utilizes the feedback I provide about the new structure.	15.9% (37)	35.6% (83)	20.6% (48)	27.9% (65)
My supervisor is an active supporter of the new structure.	5.1% (12)	32.5% (76)	34.2% (80)	28.2% (66)
I am satisfied with the new structure.	23.6% (55)	33.5% (78)	26.6% (62)	16.3% (38)

Statement	Strongly Disagree/Disagree	Neither Agree nor Disagree	Strongly Agree/Agree	Don't Know
Over the last six months, my volunteer experience at the American Red Cross has been excellent.	21.2% (50)	25.8% (61)	50.4% (119)	2.5% (6)
I plan to continue volunteering for the American Red Cross.	4.2% (10)	10.0% (24)	77.4% (185)	8.4% (20)
I would recommend the American Red Cross to a friend as a place to volunteer.	8.0% (19)	11.8% (28)	75.2% (179)	5.0% (12)