

TIPS FOR LEADERSHIP/ADMINISTRATIVE VOLUNTEERS

What the Volunteer Program Manager or Supervisor Can Do

TIPS FOR LEADERSHIP VOLUNTEERS	WHAT YOU CAN DO
<p><input checked="" type="checkbox"/> Stay well informed about as many different aspects of the volunteer program as possible. This includes both “big picture” and nitty-gritty details. You will be expected to be able to answer questions from both employees and volunteers, and it is critical that you provide accurate responses or that you seek out answers you don’t know.</p>	<p><input checked="" type="checkbox"/> Establish a communication book for your leadership volunteers. Have a variety of sections including relevant memos, volunteer notes to others, schedules/lists they may need to access, etc. This helps you with where to file things.</p> <p><input checked="" type="checkbox"/> Ensure you provide organizational information about who to talk to when.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> Details do matter!. When beginning a large project, conduct a mental “walk through” to identify weaknesses in the plan. By thinking about what could go wrong, you can build in safeguards and additional procedures to minimize the chance of error or disaster. (This is risk management at its best!)</p>	<p><input checked="" type="checkbox"/> Encourage use of project management templates or books.</p> <p><input checked="" type="checkbox"/> Ask clear, pointed questions about things the volunteer may not have thought of.</p> <p><input checked="" type="checkbox"/> Ensure you know what is going on with the project and that the volunteer knows who to contact if they need help.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> Learn to be an active listener. Part of your role is to help identify needs that are going unmet, gaps in existing services, or problems that are beginning to emerge. Tune in to what is going on around you and share the concerns you are hearing with your supervisor (or the director of volunteers) in order to help her/him plan ahead and remain proactive.</p>	<p><input checked="" type="checkbox"/> Encourage ongoing dialogue yourself and plan regular opportunities for the volunteer to let you know what is happening.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> Remember your responsibility to help convey information from the management team to direct service volunteers and line staff. This may include interpreting policies, explaining the what and why of procedures, and offering information about changes which are occurring in the organization.</p>	<p><input checked="" type="checkbox"/> Ensure you provide this information in a timely and consistent manner. This is where a communication book would be beneficial.</p> <p><input checked="" type="checkbox"/> Encourage attendance at organizational staff meetings or information sessions where appropriate.</p> <p><input checked="" type="checkbox"/> Advocate for leadership volunteers as part of the team and encourage their inclusion in team meetings.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> Be mindful of the fact that you may be perceived as walking a fine line between paid staff and volunteers. If you were formerly a direct-service volunteer, do you now identify with “Management” or “Program”? Has the nature of your relationship with other volunteers changed? How do employees regard your function? The trick is to maintain a balance, ideally with credibility in both worlds, so you can effectively help move the organization forward.</p>	<p><input checked="" type="checkbox"/> Help the volunteer to understand the importance of credibility and consistency of action in their work.</p> <p><input checked="" type="checkbox"/> Support the volunteer through day to day support and ongoing direction.</p> <p><input checked="" type="checkbox"/> Advocate for leadership volunteers as part of the team and encourage their acceptance with staff and other volunteers alike.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>

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<p><input checked="" type="checkbox"/> If you encounter resistance to some program need from either salaried staff or volunteers, diagnose the cause: Differing priorities? Lack of information about you? Lack of information about them? Bad timing? Pre-conceived assumptions? Once you have identified the reason for resistance, it is much easier to deal with it constructively. Remember to seek the input of your supervisor if it is a particularly difficult issue to resolve.</p>	<p><input checked="" type="checkbox"/> Do regular quick update chats with leadership volunteers. Let them know you support them and their decisions and are available when needed.</p> <p><input checked="" type="checkbox"/> Ensure staff and other volunteers understand that the leadership volunteer is part of your team and that you support their decisions.</p> <p><input checked="" type="checkbox"/> Ensure leadership volunteers are involved in needs assessment and program development at the beginning (when possible).</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> Don't be afraid to seek out information, support and direction. Your supervisor may appear extremely busy but s/he benefits from and values your contribution and part of her/his job is to make time to provide direction.</p>	<p><input checked="" type="checkbox"/> Plan regular supervision meetings with volunteers.</p> <p><input checked="" type="checkbox"/> Demonstrate genuine interest in activities and the success of endeavours.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> As a member of the management team, one of your most important tasks is to help set the tone for effective volunteer involvement in the organization. This can be accomplished in many ways: common courtesy to everyone; on-going acknowledgment of each person's contributions; encouraging teamwork; a sincere and honest approach to problem solving; demonstrating daily that you "walk the talk". The combined effect of these types of behaviour will be a climate that is welcoming, productive and sustainable.</p>	<p><input checked="" type="checkbox"/> Provide ongoing coaching to leadership volunteers</p> <p><input checked="" type="checkbox"/> Make opportunities available for volunteer management training, inservices, networking and conferences.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> Remember that the skills you are developing and/or using as a member of the management team are transferable to other jobs and other settings. Be alert to learning opportunities around you and ask for opportunities to learn more. If you plan to use this as work experience on a resume, keep a log of specific responsibilities and activities you manage.</p>	<p><input checked="" type="checkbox"/> Pay attention to and reinforce new skills the volunteer has developed or times when you have noticed they have performed well in a particular situation.</p> <p><input checked="" type="checkbox"/> Encourage ongoing development.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> If and/or when you decide to leave your volunteer position, remember to give your supervisor or volunteer program manager as much notice as possible. This will help ensure a timely approach to finding a replacement to carry out your duties and it will give you time to complete any unfinished business.</p>	<p><input checked="" type="checkbox"/> Let volunteers know you do not expect them to stay forever (and if you do expect this, you need to reexamine your own issues and needs). A long time is nice but the reality of many leadership volunteer positions is that eventually the individual is going to move on.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>
<p><input checked="" type="checkbox"/> Enjoy yourself! Volunteer management is exciting, fun and full of unexpected rewards.</p>	<p><input checked="" type="checkbox"/> Encourage a team approach to the program.</p> <p><input checked="" type="checkbox"/> Provide opportunities for social activities (even coffee with other volunteers works here) and team building.</p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>

Adapted by Jackie Specken (1997) from **The (Help!) I-Don't-Have-Enough-Time Guide to Volunteer Management** by Katherine Noyes Campbell and Susan J. Ellis, 1995.