



Volunteer
Administration:
Portrait of a Profession

ASSOCIATION FOR
VOLUNTEER
ADMINISTRATION



WELCOME TO THE PROFESSION OF VOLUNTEER ADMINISTRATION

Attention to volunteering has reached an all-time high. As the world changes and citizens in many countries find new freedom, volunteer roles become more visible and active. Scarcity of financial resources in the face of continued social needs requires that volunteers be mobilized as a source of supplementary time, materials, and expertise.

The willingness of individual citizens to volunteer in order to solve local and international problems has been well demonstrated throughout history. What has been slower to develop is the ability of organizations to utilize the time and abilities of these volunteers creatively and effectively. The decision to volunteer is usually based on very personal, individualized, and often spontaneous factors. However, whether that individual continues to volunteer, and whether his or her gifts are maximized depends largely on the capabilities of a volunteer administrator. Thus, if organizations are to involve volunteer resources successfully, their leadership must have access to information about managing them and awareness of the profession of volunteer administration.

Whereas there have always been those individuals charged with the responsibility of leading volunteer efforts, the development of a profession based on this role has occurred during the last thirty years or so. There now exists a generic core of knowledge and skills which apply to volunteer resource management within any setting. The purpose of this publication is to provide an introduction to this profession -- for policy makers, funders, educators, the media, and the leaders of volunteers themselves.

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WELCOME TO THE PROFESSION

❖ COLLEAGUES

The field of volunteer administration is composed of individuals who work with and through volunteers to conduct activities in all areas of society. They serve in the roles of catalysts, enablers, organizers, and leaders of volunteers. They may work with volunteers on a full-time basis as their primary responsibility, or they may perform this function in conjunction with other responsibilities.

❖ TITLES

Because there are so many types of people practicing volunteer administration in diverse settings, there is no single job title that appears consistently. Some of the more frequently used include:

- ❖ Director of Volunteer Services/Resources
- ❖ Community Resource Coordinator/Director
- ❖ Community Relations Coordinator
- ❖ Community Affairs Representative
- ❖ Coordinator of External Affairs
- ❖ Community Services Director
- ❖ Director of Human Resource Development
- ❖ Executive Director
- ❖ Outreach Coordinator
- ❖ Minister/Rabbi/Clergy
- ❖ Coordinator of Volunteers
- ❖ Volunteer Director
- ❖ Chairperson
- ❖ President
- ❖ Activity Director
- ❖ Fire Chief
- ❖ Campaign Manager

VOLUNTEER ADMINISTRATION

❖ SETTINGS

These leaders work with volunteers in nonprofit, for-profit and government settings at the local, state, national and international levels. Volunteer program administrators are found wherever volunteers are at work, including:

- ❖ Educational institutions (schools, colleges, alumni groups)
- ❖ Museums
- ❖ Courts/Corrections (probation, prisons, police departments, jails, detention centers)
- ❖ Neighborhood associations
- ❖ Emergency services (fire fighting, ambulance services, search and rescue, disaster relief)
- ❖ Cultural centers (theatres, community orchestras, arts groups)
- ❖ Religious centers (churches, synagogues, temples, schools, camps)
- ❖ Health care organizations (hospitals, nursing homes, hospice care, rehabilitation programs)
- ❖ Agricultural organizations (co-ops, farm bureaus)
- ❖ Businesses (employee volunteer programs, loaned executives)
- ❖ Recreation programs (sports leagues, parades, zoos, parks)
- ❖ Military (family support services)
- ❖ Political campaigns

WELCOME TO THE PROFESSION

❖ CHARACTERISTICS

The individuals in this profession must be multi-faceted. Some of the critical characteristics of volunteer administrators are:

- ❖ Self-directed and independent workstyle
- ❖ Team building and collaboration skills
- ❖ Energetic and flexible approach
- ❖ Communication skills (oral and written)
- ❖ Optimistic perspective
- ❖ Interviewing and listening skills
- ❖ Political awareness
- ❖ Sense of humor
- ❖ Problem-solving ability
- ❖ Attention to details
- ❖ Enthusiasm and creativity
- ❖ Advocacy skills
- ❖ Ability to motivate others
- ❖ Leadership ability

"AVA is the one association I know of that brings together all the elements needed to support the volunteer program administrator: relevant, challenging and practical training, advocacy and encouragement for the professional, and standards to guide ethical action."

*Joby Winans, Coordinator
Washington State Center for
Volunteerism and Citizen Service*

VOLUNTEER ADMINISTRATION

❖ EXPERTISE

This profession is truly eclectic, incorporating skills and techniques from many other professions and disciplines including:

- ❖ Personnel Management
- ❖ Community Development
- ❖ Fiscal Management
- ❖ Risk management
- ❖ Adult education/training
- ❖ Marketing
- ❖ Group process/facilitation
- ❖ Journalism
- ❖ Legislative advocacy
- ❖ Nonprofit management
- ❖ Public speaking
- ❖ Evaluation
- ❖ Conflict resolution
- ❖ Coalition building
- ❖ Fundraising/resource development
- ❖ Community needs assessment
- ❖ Public Relations/mass communications

WELCOME TO THE PROFESSION

❖ WHAT VOLUNTEER ADMINISTRATORS DO

In today's organizations volunteers are involved in diverse roles, from direct service to middle management, from staff support to board leadership. The volunteer administrator provides structure and leadership in order to maintain their motivation and effectiveness. Volunteer administrators must design and deliver a volunteer experience which meets all expectations.

❖ TODAY'S VOLUNTEERS EXPECT:

- ❖ to be part of a well managed organization that doesn't waste precious time;
- ❖ a clearly defined job with a realistic and manageable time commitment;
- ❖ a role in making decisions that affect them and their work;
- ❖ recognition that matches their motivations for getting involved;
- ❖ assignments that produce results;
- ❖ to meet real needs.

"I became a member of AVA because for 20 years I have worked with adult and youth volunteers. AVA keeps me in touch with the latest trends in volunteerism. It provides an opportunity to share professional expertise in recruitment, retention and recognition using techniques of the 1990's."

*Grace Van Derveer
Director, Office of Volunteers
Tidewater Red Cross Blood Services
Norfolk, Virginia*

VOLUNTEER ADMINISTRATION

❖ PROFESSIONAL CERTIFICATION

The areas of knowledge, skills, and abilities necessary for volunteer administration are summarized into a set of basic "competencies" and form the basis for the professional certification program. Sponsored by the Association for Volunteer Administration (AVA), this program awards the designation, Certified in Volunteer Administration (CVA), to those who demonstrate proficiency in areas essential to successful volunteer administration (see page 16 for more information on the certification program and competencies).

❖ EDUCATIONAL OPPORTUNITIES

More and more institutions of higher education are responding to the need for educational programs in volunteer management.

AVA maintains a list of colleges and universities offering such courses, and provides assistance to instructors seeking to develop curricula based on the identified competencies

In addition, training on volunteer management is available through workshops and conferences offered by a wide range of organizations as the local, regional, national and international levels.

"The CVA designation has opened doors for me as a trainer/consultant in the field of volunteer administration."

*Shirley Lundin, CVA
Illinois*

THE PROFESSIONAL ASSOCIATION:

❖ MISSION

The Association for Volunteer Administration (AVA) is the international professional association for effective leaders who mobilize volunteers to meet community needs.

Our mission is to promote professionalism and strengthen leadership in volunteerism.

❖ MEMBERSHIP

AVA Members are international, multi-discipline, and committed to competent leadership in volunteer management.

Individual membership is open to salaried and unsalaried persons in all types of government, nonprofit, and for-profit settings.

Organizational membership is available for international, regional, state/provincial, district and local organizations who choose to join AVA to promote and support effective leadership in volunteerism.

"AVA is my connection to the universe of volunteerism. It helps me get in touch with my roots and provides a reference point."

*Michael Newman Director,
Community and Human Resource Development
Minnesota Department of Human Services
Minneapolis, Minnesota*

ASSOCIATION FOR VOLUNTEER ADMINISTRATION

❖ ACTIVITIES

To serve the needs of its members and the profession,
the Association:

- ❖ Articulates ethics and standards for professional volunteer administration;
- ❖ Develops and disseminates pertinent information and resources through The JOURNAL OF VOLUNTEER ADMINISTRATION and other quality publications;
- ❖ Sponsors the annual International Conference on Volunteer Administration as well as regular regional conferences;
- ❖ Offers opportunities to exercise leadership within the profession;
- ❖ Sponsors the performance-based credentialing program which certifies individuals who demonstrate competency in volunteer administration;
- ❖ Provides information on public issues affecting leaders of volunteers;
- ❖ Recognizes outstanding contributions to volunteerism through annual awards programs;
- ❖ Maintains information on educational opportunities in volunteer management, and endorses those which address the professional competency areas;
- ❖ Serves as a resource and clearing house for information about volunteer management.

THE PROFESSIONAL ASSOCIATION:

❖ ORGANIZATIONAL STRUCTURE

AVA is governed by a Board of Directors, assisted by a small staff of office personnel. The organization is divided into twelve geographic regions in North America.

Regions share responsibility for membership recruitment and for delivering AVA services on the local level, such as certification workshops, training opportunities, networking and idea exchanges, and communication with members. Regions also carry major responsibility for hosting AVA's annual conference.

❖ PUBLICATIONS

THE JOURNAL OF VOLUNTEER ADMINISTRATION: A quarterly journal featuring articles dealing with practical concerns in the field, philosophical issues, training techniques, and a citations index.

UPDATE: A bimonthly newsletter for communicating information about AVA activities, regional news, and other membership concerns. Also included are regular reports on relevant legislation and international news related to volunteerism.

Reports and Surveys: Current information on the field of volunteer management.

ASSOCIATION FOR VOLUNTEER ADMINISTRATION

❖ AWARDS PROGRAMS

ANNUAL SERVICE AWARD: This recognition is given to individuals and organizations whose volunteer work, dedication, support, loyalty and continued efforts stand as evidence of their concern for the professional discipline of volunteerism.

Individual Service Awards go to individuals who have served as outstanding role models and mentors, individuals whose work has significantly promoted volunteerism, and/or individuals who have contributed to the field through unique study and/or research. *Organization Service Awards* honor organizations or corporations who serve as program models, who promote volunteerism, who provide service in a unique model, who have made a major impact in a specific arena, and/or who have assisted other organizations to replicate their successes.

HARRIET NAYLOR DISTINGUISHED MEMBER

SERVICE AWARD: This award is named in honor of an early mentor, writer and teacher in the field. It is given to an active member of AVA who has made an outstanding contribution to the organization through leadership, advocacy, research, publications, media, education, and/or program development and management.

❖ ANNUAL CONFERENCE

The International Conference on Volunteer Administration is sponsored by AVA every October. It serves as the annual forum for the discussion of common concerns, exchange of knowledge and expertise, and interaction with the profession's outstanding practitioners. Sessions are designed to offer in-depth skill development, information on current issues and trends affecting the field, leadership motivation, and individualized consultation on specific management problems. The Conference is also the site of AVA's Annual Meeting and the presentation of awards.

HISTORICAL BENCHMARKS OF AVA

❖ AVA HISTORY

- 1958 Conference held: "Volunteer Services to Psychiatric Patients."
- 1960 American Association of Volunteer Services Coordinators (AAVSC) formed.
- 1967 Established certification plan for professionals in volunteer services.
- 1969 Southern Illinois University offered a Master's degree program in volunteer services with the support of AAVSC.
- 1971-73 AAVSC opened membership to salaried administrators from all programmatic settings in human services.
- 1975 AAVSC was founding member of the Alliance for Volunteerism with twenty other agencies. AAVSC changed its name to Association for Administration of Volunteer Services (AAVS). "Salaried" was dropped from membership requirements. "Professional Ethics in Volunteer Services Administration" was adopted.
- 1977 First collaborative conference held with the Association of Voluntary Action Scholars (AVAS) and the Association of Volunteer Bureaus (AVB). AAVS and AVB joined AVAS as co-publishers of VOLUNTEER ADMINISTRATION.
- 1979 Name changed to Association for Volunteer Administration (AVA).

AND THE PROFESSION

- 1981 Performance-based Certification Program was pilot tested. Awards program was established, as well as as educational endorsement process for courses and training related to volunteer administration.
- 1982 AVA assumed sole responsibility for publishing THE JOURNAL OF VOLUNTEER ADMINISTRATION.
- 1983-85 Certification program was field tested. First CVA credential awarded.
- 1985 Three-year strategic plan for AVA developed. First Executive Director hired. Logo revised.
- 1987 First higher education survey conducted.
- 1988 Future Directions strategic planning meeting held to develop 5-year goals.
- 1989 Model course curriculum based on the professional competencies is piloted. Second higher education survey conducted.
- 1990 Survey of the educational needs of volunteer administrators conducted in conjunction with University of Georgia.
- 1991 Mini-grants awarded for innovative training models. International Task Force begins expansion of international activities and awareness.

PROFESSIONAL ETHICS IN VOLUNTEER ADMINISTRATION

❖ ETHICS

Volunteer administration exists to provide the leadership, structures and functions which facilitate the mobilization of human and other resources:

- ❖ to enable the meeting of social needs;
- ❖ to create a social climate which makes the meeting of human needs possible;
- ❖ to provide for the involvement of persons in the decision-making processes which affect them in social, economic, political, health and other realms;
- ❖ to contribute to creative and responsible social development and change;
- ❖ to enhance and extend the work of professionals and other persons in fields of service.

Volunteer administration is based on: (1) a commitment to social responsibility; (2) the need of every human being to express concern for other persons; and (3) the right to human dignity and self-determination.

Along with the right of a person to volunteer as a means of self-actualization, there is the right of the recipient of services to accept and to define the circumstances of that help, or the right to reject help altogether. These rights are to be seen in the light of social responsibility. Thus, in any given situation considered from an ethical perspective these three dimensions are held in tension. No one of them is absolute.

Out of such considerations, guidelines for ethical principles in the practice of volunteer administration can be drawn. The members of the Association For Volunteer Administration pledge themselves to the following principles:

**Adopted at the
1975 Annual
Meeting of the
Association for
Volunteer
Administration.**

**Reissued with
revisions in 1981.**

EIGHT PRINCIPLES

- ❖ **PHILOSOPHY OF VOLUNTEERISM.** The Volunteer Administrator accepts the ethical responsibility to develop a personal coherent philosophy of volunteerism as a foundation for working with others in developing a volunteer program.
- ❖ **HUMAN DIGNITY.** The Volunteer Administrator accepts the ethical responsibility to develop a volunteer program which will enhance the human dignity of all persons related to it.
- ❖ **MUTUALITY.** The Volunteer Administrator accepts the ethical responsibility to promote the understanding and actualization of inherent mutual benefits for all parties involved in any act of volunteer service.
- ❖ **SELF-DETERMINATION.** The Volunteer Administrator accepts the ethical responsibility to promote the involvement of persons in decision-making processes which affect them directly.
- ❖ **PRIVACY.** The Volunteer Administrator accepts the ethical responsibility to respect the privacy of individuals and safeguard information received as confidential.
- ❖ **STAFF RELATIONSHIPS.** The Volunteer Administrator accepts the ethical responsibility to develop a volunteer program which will enhance and extend the work of all professional and other employed persons.
- ❖ **SOCIAL RESPONSIBILITY.** The Volunteer Administrator accepts the ethical responsibility to help create a social climate through which human needs can be met and human values enhanced.
- ❖ **PROFESSIONAL RESPONSIBILITY.** The Volunteer Administrator accepts the ethical responsibility to contribute to the credibility of the profession in the eyes of those it serves.

Specific program
guidelines
consistent with
these principles
are available from
AVA

CERTIFIED IN VOLUNTEER ADMINISTRATION

❖ CERTIFICATION

AVA sponsors the only professional credentialing program in the field of volunteer resource management.

The designation, Certified in Volunteer Administration (CVA), is awarded to applicants who meet AVA professional standards and certification criteria.

❖ CERTIFICATION IS VALUABLE TO INDIVIDUALS WHO WANT TO:

- ❖ make volunteer administration a personal career focus;
- ❖ examine their work experiences and analyze their skills in a in-depth manner;
- ❖ chart career and development plans;
- ❖ assess transferrable skills;
- ❖ examine or review philosophical and historical trends confronting the field;
- ❖ see the quality of their work and profession widely recognized;
- ❖ market themselves or their programs;
- ❖ increase their credibility with peers, board members, fellow staff and the community at large;
- ❖ grow personally and professionally.

"The entire process of preparing my portfolio was a most rewarding experience. I discovered a new person. The credibility has been a plus professionally and personally."

**Lucy McGowan,
CVA
Oregon**

THE PROFESSIONAL STANDARD

❖ THE CERTIFICATION PROCESS

❖ ORDER A CERTIFICATION MANUAL FROM AVA

The Manual contains a full description of the certification process and all materials required to complete the self-assessment, application and portfolio.

❖ ATTEND A CERTIFICATION WORKSHOP

While not mandatory, attendance at a Certification Workshop is strongly recommended. Workshops are scheduled at various locations throughout the year and at the International Conference on Volunteer Administration. Contact the AVA office for additional information.

❖ MAKE A FORMAL APPLICATION

The Application for candidacy includes completion of the Self-Assessment, a 200 word Statement of Philosophy, a 1000 word Management Narrative, and application materials and fee.

❖ SUBMIT THE PORTFOLIO

Candidates for Certification have up to three years to complete and submit their portfolio after notification of their candidacy. The portfolio includes an expanded philosophy statement, several narratives documenting competence in the field, a career plan and other collateral materials.

"My background doesn't include a college degree; my CVA was like the last piece in a jigsaw puzzle."

*Lois Ulrich, CVA
New Jersey*

CERTIFIED IN VOLUNTEER ADMINISTRATION

**AVA
Certification is a
credentialling
process. It
should not be
confused with
various
"certificate"
programs
offered by other
organizations,
i.e. workshops,
institutes, etc.
that offer
certificates upon
completion of
the training,
indicating
attendance.**

❖ AREAS OF COMPETENCY

The areas of knowledge, skill and abilities are summarized into a set of basic "competencies" and form the basis for the professional certification program.

❖ PROGRAM PLANNING AND ORGANIZATION

- ❖ knowledge of the organization including its mission or purpose, its structure, and the policies or regulations that affect its operation
- ❖ capability to engage in planning activities, armed with adequate information about the community and the organization, which set the course of action for the volunteer program through goals, objectives and action plans
- ❖ ability to make decisions
- ❖ ability to establish structures and procedures to enable the smooth operation of the program or project
- ❖ ability to assign the activities necessary to accomplish the goals and objectives of the program or project through delegation and coordination
- ❖ knowledge of the target population including needs, strengths and limitations

❖ STAFFING AND DIRECTING

- ❖ knowledge and expertise in planning and conducting successful recruitment campaigns
- ❖ knowledge and capability in selecting appropriate persons to fill position

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- ❖ knowledge of the growth and development needs of personnel and assure that these needs are addressed
 - ❖ ability to motivate, communicate with, and lead volunteers and paid staff
 - ❖ ability to recognize the accomplishments of personnel
 - ❖ ability to facilitate the transition of volunteers to other life experiences
- ❖ CONTROLLING
- ❖ ability to monitor and evaluate total program results
 - ❖ ability to document program results and to apply this information in future planning
- ❖ INDIVIDUAL, GROUP AND ORGANIZATIONAL BEHAVIOR
- ❖ ability to work effectively with many different segments of the population
 - ❖ knowledge of group process and the ability to work with, and as a member of, groups
 - ❖ knowledge of social organizations and dynamics of change
- ❖ KNOWLEDGE OF THE PROFESSION
- ❖ knowledge of external regulations affecting volunteerism
 - ❖ knowledge of the history and philosophy of volunteerism
 - ❖ knowledge of the profession of volunteer administration

These areas of competency were developed through AVA and remain copyrighted.

PUBLIC POLICY RESOLUTIONS

❖ AVA PUBLIC ISSUES RESOLUTIONS

The following statements, developed by members of the AVA, reflect a philosophy of professionalism and advocacy which is part of volunteer administration. They represent the collective opinion of AVA members, and do not necessarily represent the views of any specific organizational member. AVA continues to seek ways to influence public policy affecting leaders of volunteers.

❖ **SUPPORT OF STATE OFFICES OF VOLUNTEERISM (U.S.)** (October 1986) The Association for Volunteer Administration supports the establishment and continuation of state offices of volunteerism to provide statewide leadership and supportive services to enhance and expand volunteerism.

AVA recommends that state offices of volunteerism adopt long-range goals that seek to: serve the volunteer community independent of political partisanship; support volunteer programs through supportive legislation, regulation, governmental policies and incentives for volunteerism; employ a full-time director who has a background in volunteer services/administration; provide technical assistance and training on volunteer administration in support of community-based and statewide programs; hold statewide volunteer conferences and regional workshops, issue a statewide newsletter; promote volunteerism through PR and the media; work with an advisory council of leaders with a broad representation of the volunteer sector; provide ongoing statewide recognition of volunteer effort, groups, and individuals; establish linkages and networks throughout the state; share resources, skills, knowledge, and professional support; and promote volunteer opportunities within governmental programs.

AVA will work for and support local efforts to establish state offices through legislation or other means and will support

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existing offices through the sharing of resources and expertise for the enhancement of state offices. Where such offices do not exist, AVA will seek to initiate offices and will contact governors, legislators and other appropriate representatives.

❖ **CAMPAIGNS TO INCREASE VOLUNTEERISM** (October 1987) AVA encourages communities to launch campaigns to increase volunteerism and charitable giving. However, AVA believes that optimum results in increasing volunteerism can only be obtained by working closely in advance with organizations to assess needs and draft job descriptions so that willing volunteers can be promptly referred to agencies which will welcome them and be able to utilize their available time and talents.

❖ **VOLUNTEER LIABILITY INSURANCE (U.S.)** (October 1987) The Volunteer Protection Act of 1987 (HR 911 and its companion bill, S 929) seek to encourage states to enact legislation to grant immunity from personal civil liability to volunteers working on behalf of nonprofit organizations or governmental entities. Approximately 40 states have passed legislation concerning volunteer liability.

It is recommended that AVA urge its membership to support the intent of the Volunteer Protection Act by taking one of two courses of action:

- 1) For states not having legislation, write to state legislators to encourage volunteer protection legislation.
- 2) For states having such legislation, obtain a copy and compare it to their situations. If applicability of the legislation is found lacking, the membership should be urged to write to legislators seeking amendments or replacement of legislation.

PUBLIC POLICY RESOLUTIONS

❖ **VOLUNTEER EXPERIENCE AS JOB QUALIFICATION** (October 1987) As volunteer administrators, members of AVA have long recognized the relevance of volunteer experience as qualifications for jobs for pay. However, government and the private sector have been slow to allow volunteer job experience to apply to hiring requirements. Measures introduced in Congress would encourage employers in government and the private sector to accept valuable volunteer experience as qualifying applicants for jobs. The Association for Volunteer Administration therefore supports H.Con.Res. 61, sponsored by Rep. Augustus Hawkins (D-CA), and S.Con.Res 32, sponsored by Sen. Charles E. Grassley (R-IA) and Sen. Dennis DeConcini (D-AZ). AVA members and colleagues in the field of volunteerism are urged to write their members of Congress of both houses to ask their support for passage of these resolutions.

❖ **AIDS** (January 1988) AVA encourages all agencies which involve volunteers in their programs not to discriminate with regard to the possibility of volunteers who may be HIV infected. Only if health screening is required by staff, may it be required for volunteers. In addition, if volunteers are working in potentially hazardous assignments, they should be provided the same protection and training as paid staff.

❖ **MEANINGFUL OPPORTUNITIES FOR SENIORS** (January 1988) AVA encourages organizations to create meaningful opportunities for older citizens to volunteer. With the increase and projected doubling of the senior population, it is important that organizations take advantage of the life experience of seniors and be creative in embracing their multiplicity of skills and experience.

❖ **YOUTH VOLUNTEERISM** (January 1988) AVA encourages high schools and colleges to embrace community service programs to educate students for good citizenship so that volunteerism will become a pattern for the future.

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❖ **WORKING PEOPLE AS VOLUNTEERS** (January 1988) Since people ages 29 to 35 represent a major increase in population and since most of these people are employed full time, AVA urges organizations to work to create flexible opportunities for working people to volunteer during evenings, weekends or at their place of employment. In addition, AVA urges employers and labor unions to encourage their employees and members to volunteer in direct-service and policy-making positions.

❖ **VOLUNTEERS AND FUNDERS** (January 1988) The Association for Volunteer Administration and its members encourage funding sources (combined funds, foundations, corporations, government, etc.) to request proof of efforts to involve community volunteers in applications for funds. In addition, funding sources should expect that volunteer components be administered by a credentialed volunteer manager who uses a system of human resource management including job descriptions, interviews, orientation, training, guidance, evaluation and recognition.

❖ **VOLUNTEERS IN GOVERNMENT** (January 1989) The Association for Volunteer Administration encourages all governmental agencies at the local, state/provincial and national levels to involve volunteers in their programs. Volunteer programs at the governmental level amplify services and, most important, involve citizens in the governmental process.

"AVA compliments the role I play at the local level as the director of a Volunteer Center. AVA is a critical partner with Volunteer Centers, reinforcing, educating, and supporting individual volunteer administrators."

*Betsy Aldrich Garland, CVA
Executive Director Volunteers in Action, Inc.
Providence, Rhode Island*

The Association for Volunteer Administration
welcomes your questions about the profession,
your interest in becoming an AVA member,
and your comments about material contained in this publication.

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