

The Volunteer Administrator...

Complete Your Management Team

A Manual



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**Volunteer Administrators' Network
of Central Ohio**



PREFACE

Congratulations! The decision to create a volunteer program or formalize an existing program within your agency or organization is commendable! Such a program can enable your organization to:

- expand services
- contain costs
- enhance your public image
- develop advocates for your programs

To implement your decision, a qualified volunteer administrator who is a member of your management team is essential to developing and maintaining a volunteer program.

The Volunteer Administrator...Complete Your Management Team, written by members of the Volunteer Administrators' Network (VAN) of Central Ohio, describes the qualifications for the administrator and outlines the job definition for the position. It was developed as a tool for executive directors, board and search committee members, agency planners and personnel managers.

For further information, contact:

VOLUNTEER ADMINISTRATORS' NETWORK
c/o CALLVAC SERVICES, INC.
370 South Fifth Street
Columbus, Ohio 43215

Thank you for your interest. Best wishes for success!

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|-------------------|--------------------|----------------------------|
| Manual Committee: | Joan Lee Eckhardt, | Carl Williams, Co-Chairmen |
| | Janet Adams | Kathleen Fouche |
| | Kitty Burcsu | Wendy Miller |
| | Rusty Groselle | Betty Taylor |

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INTRODUCTION

This manual will describe several options available for the position of Volunteer Administrator. Regardless of the option you choose, it is important to keep in mind these guiding principles.

- The board of directors, top management, and staff must be committed to fostering and supporting the volunteer program and the volunteer administrator. The executive director sets the tone for this acceptance. (See **Appendix A** for specific ways in which the executive director demonstrates support.)
- The volunteer program must be organized and structured to function effectively. It must meet the service needs identified by the agency/organization and the personal/professional needs of volunteers. (See **Appendix B** for "Standards for Volunteer Programs.")
- A designated person, the volunteer administrator, must be responsible for ongoing volunteer program management. It is recommended that this position be a department head, reporting to the executive director with support staff/budget necessary to operate the department.
- Volunteer management is similar to personnel management and human resources development. The unique characteristics of volunteer administration include:
 - ◆ Volunteer personnel are present for shorter periods of time creating a need for greater numbers.
 - ◆ Volunteers do not receive monetary compensation.

- Specific skills and traits should be considered when selecting a volunteer administrator. Members of the Volunteer Administrator's Network of Central Ohio (VAN) in 1986 identified the following as necessary:

Organizational/management skills

Human relations skills

Communication skills

Flexibility

Creativity

Sensitivity

Positive attitude

Belief in volunteerism

Volunteer experience

Community awareness and knowledge

Patience and endurance

Volunteer management training

The volunteer administrator, by virtue of the position, is a professional isolate. There is no other comparable position within the agency/organization. He/she must have the freedom and financial support to develop and maintain contact with other organizations and local groups such as a network of volunteer administrators, sometimes called a DOVIA (Directors Of Volunteers In Agencies), the local volunteer center, state organizations concerned with volunteerism and national groups such as VOLUNTEER: The National Center and the Association for Volunteer Administration (AVA). Opportunity for professional growth and training should be provided such as attendance at state-wide and national conferences on volunteerism, corporate management seminars, and other continuing education activities. (See Appendix C - Resources).

VOLUNTEER ADMINISTRATOR JOB DESCRIPTION

RESPONSIBILITIES: Create, direct and manage a volunteer program

- I. Plan, develop, implement and evaluate the agency/organization volunteer program.
- II. Provide volunteer management training for paid and unpaid staff who work with and/or supervise volunteers.
- III. Investigate, create and develop meaningful and appropriate volunteer positions within the agency/organization.
- IV. Recruit and place volunteers in appropriate volunteer positions within the agency/organization.
- V. Advocate increased agency-wide commitment to volunteerism.

VOLUNTEER ADMINISTRATOR JOB DESCRIPTION

Responsibility I. **Plan, develop, implement and evaluate the agency/organization volunteer program.**

(See Appendix D for Volunteer Management System model)

Rationale Volunteer management follows the accepted principles of management, whether for profit or not-for-profit entities. Results will be measured against program goals established by the volunteer administrator in keeping with the agency's/organization's stated mission.

Impact Volunteer administration affects all areas of an agency/organization. To develop a successful volunteer program the volunteer administrator must have access to all components and levels of the agency/organization.

As the volunteer administrator becomes familiar with each area of operation, he/she may become the most informed and knowledgeable member of the staff. The administrator is a bridge or link between departments. Often the administrator has access to confidential information. It is important that the executive director and other staff understand and accept this as a normal aspect of the position.

Responsibility II.

Provide volunteer management training for paid and unpaid staff who work with and/or supervise volunteers.

Rationale

The volunteer administrator often does not direct the work of the volunteers personally. Training, record keeping, performance evaluation etc. are the responsibility of the volunteer's immediate supervisor. The supervision of volunteers is similar, but not identical, to the supervision of paid staff. The volunteer administrator instructs staff to assure a successful experience for both volunteer and staff supervisor. Volunteer/staff relations are unique and require open discussion with employees to ensure feelings of job security and to create a favorable climate.

Impact

Additional responsibilities are incurred when volunteers are integrated into an agency/organization. This needs to be explained to supervisors of volunteers as the cost of involving volunteers in exchange for services rendered to benefit the agency.

Responsibility III. Investigate, create and develop meaningful and appropriate volunteer positions within the agency/organization.

Rationale The volunteer administrator determines appropriate criteria for acceptable volunteer positions. These include specific standards applicable for all positions, such as type of supervision required, benefits to volunteers, and the necessary elements of a satisfactory work environment. (See Appendix E for suggested criteria.)

Impact The volunteer administrator must maximize the chances for a meaningful volunteer experience, while minimizing the risk that a volunteer may be exploited. In addition the volunteer administrator will seek to maximize the benefits of volunteer service for the agency/organization and work to improve any adverse situation involving volunteers. Each request for a volunteer position must be measured by criteria to ensure this. Not every request may be appropriate.

Responsibility IV. Recruit and place volunteers in appropriate positions within the agency/organization.

Rationale The volunteer administrator markets volunteer opportunities. A variety of methods are appropriate including print and electronic media, public speaking, and community and corporate contacts aimed at target audiences. The placement process requires personal interviews, skills assessment and staff involvement.

Impact Recruitment is a public relations function; the volunteer administrator markets the agency's volunteer needs and benefits in the broad community. The volunteer administrator must have freedom to come and go as needed and have access to all departments and the broader community. A volunteer program heightens the risk of public examination of an agency/organization. Its image will be made visible to the community through volunteers and their interaction with clients, staff and the board of trustees. A thorough matching process of volunteer to position is essential.

Responsibility V. Advocate increased agency-wide commitment to volunteerism.

Rationale Promoting volunteerism is the role of the volunteer administrator. The success of the volunteer program will be in direct proportion to the acceptance of the value of volunteering within the agency/organization. Satisfied volunteers in successful placements are the visible demonstration of a commitment to volunteerism.

Impact Successful advocacy will result in a favorable climate, enthusiastic staff and volunteers, and a high retention rate of volunteer staff. A successful program may also generate unrealistic demands for additional volunteers and unrealistic expectations of the volunteer administrator to meet the demands. It is necessary to maintain a realistic view of the possible.

VOLUNTEER ADMINISTRATOR POSITION OPTIONS

I. Full time, paid staff position

A person who is designated solely as the volunteer administrator who will have full responsibility for the agency/organization volunteer operation.

A full time position offers continuity and accessibility for both the volunteer administrator and agency personnel. Volunteers have the sense of a "home base" and familiar personnel under this option.

The full time position offers the agency/organization a continuing presence in the broader community. This is a positive element when recruiting and marketing both the volunteer program and the agency/organization mission.

Administrative functions occupy approximately 50% of the administrator's work time. Due to the community-oriented nature of this position time must be spent outside the agency/organization. Public relations and marketing leading to additional volunteer recruitment are essential to the maintenance and growth of the volunteer program.

II. Part time, paid position

Examples in this option refer to volunteer management involving approximately 20 hours per week. A volunteer administrator may be named in this option in two ways:

A half-time dedicated position on staff exclusively as the volunteer administrator; or one-half of a full time staff member's weekly responsibilities.

It is important to recognize that some duties will have to be handled by other personnel in the agency/organization. Duties which can be delegated to other staff include:

Recognition of volunteers

Budget administration

Record-keeping

Orientation

Day to day operations including message taking and interview scheduling.

(See Appendix F for more details on these items.)

As with the full time position, the major responsibilities as outlined in this manual are the province of the part time volunteer administrator. (ie: planning, staff training, advocacy etc.) This includes the freedom to come and go, and to participate in the volunteer community beyond the agency/organization. The agency/organization must work to permit this activity to take place by delegating administrative functions to others as listed above.

A second part-time option is to assign the duties of the volunteer administrator as half of the responsibilities of a full-time employee (job sharing two half-time positions by one person). Key elements in succeeding with this option are:

- a clear designation of the percentage of time allotted for volunteer administration
- selecting a staff person who has demonstrated flexibility in the workplace
- reducing the selected staff person's previous responsibilities by an adequate amount to insure the designated time needed for volunteer administration.

Time sharing in this instance also would require delegating some administrative functions to others as indicated in the previous option.

Both of the part-time options listed here have the advantage of beginning volunteer program management with reduced costs and agency investment. The agency/organization needs to monitor the growth of the program closely. As a program grows so does the administrative function. If the objective of the volunteer program is increased community involvement, it is essential that volunteer administration parallel that growth.

III. Part time, unpaid position

For some voluntary agencies the volunteer administrator could be a volunteer position. This is an option in programs which have no paid staff or very limited paid staff. The advantage is reduced costs. A disadvantage is no financial leverage to insure continued commitment.

There are items which must be considered:

- It is unrealistic to expect an individual to contribute more than 10 hours per week without compensation. Cooperative management could involve job sharing by two different volunteers, with tasks divided between them.
- A volunteer-managed program will necessarily develop more slowly, with tasks apportioned to others.
- To be effective, the unpaid volunteer administrator must be viewed as credible as other paid staff.

Volunteer Administrator

Qualifications

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| Job Definition: | Responsible for creating, directing and managing an agency/organization volunteer program. |
| Job Title: | Volunteer Administrator (See Appendix G for rationale) |
| Report To: | Executive Director |
| Organization Position: | Equivalent to a department head with support staff and budget necessary to operate the program. |

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| Qualifications: | Associate degree or equivalent, and two (2) years management experience. Experience may be paid or unpaid. eg: Office manager, organization or board president, department director in public or private sector, chair of major fundraiser |
| | Knowledge and experience in human relations |
| | Communications skills experience eg: Newsletter editor, media coordination, writing, public speaking |
| | Organizational experience eg: Committee planning, staff development, training experience, volunteer management |
| | Knowledge of the community eg: Business and corporate contacts, familiarity with the not-for-profit sector, funding sources |
| | Demonstrated commitment to volunteerism eg: Previous volunteer experience |

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Appendix A

The Executive Director Supports the Volunteer Program by:

1. Allocating some of the organization's resources to volunteer program operation, e.g.,
 - funds for recruitment, training, recognition and administrative activities
 - office space for the volunteer administrator and work space for volunteers
 - adequate insurance coverage for volunteers
2. Supporting the volunteer administrator, e.g.,
 - understanding the role, responsibilities and functions of the volunteer administrator's position and communicating it to the total organization
 - designating the volunteer administrator as a member of the management team
 - ensuring adequate clerical support
 - providing funds for volunteerism-related staff development—local/state/national training, professional organizations and publications
 - serving as the volunteer administrator's supervisor
3. Consistently and continually communicating the role and importance of volunteers in the organization to the Board, staff, volunteers, funders and the community.
4. Personally participating in volunteer recognition activities, new volunteer orientations, etc.
5. Soliciting input from volunteers in program planning, evaluation and organization operation.
6. Giving preferential consideration to present or past organization volunteers, based on performance and work record, in hiring new paid staff.
7. Recognizing the efforts and needs of paid staff who supervise volunteers: e.g.,
 - performance evaluation
 - compensatory time
 - staff development
8. Considering receptivity to and past experience with volunteers in hiring new paid staff.

Appendix C

Resources

Columbus/Franklin County

Volunteer Center

CALLVAC Services, Inc.
370 South Fifth Street
Columbus, OH 43215
(614) 221-6766

The mission of the Volunteer Center is to promote and increase volunteerism. The program works to expand the capability of nonprofit organizations to involve volunteers and to maximize the potential of volunteers to meet the needs of the nonprofit sector. Specific services include:

Volunteer referral through a computerized SKILLSBANK

Volunteer Management System Course - a 30-hour course on developing and managing a volunteer program.

Volunteer Assistance Program (VAP) - a consultation service providing a trained consultant to work with an organization to develop, improve or expand its volunteer program.

Board Development Network - a consultation service to assist nonprofit Boards of Trustees to function more effectively

National Volunteer Week Celebration

Mayor's Awards for Voluntary Service

Corporate volunteer program development
Recruitment assistance

Development of models, and pilot programs demonstrating unique volunteer activity

The service area includes all of Franklin County. Fees are charged for some services.

Volunteer Administrators' Network of Central Ohio (VAN)

c/o CALLVAC Services
370 South Fifth Street
Columbus, OH 43215
(614) 221-6766

VAN is a professional organization for volunteer administrators. Members meet bi-monthly for professional development programs and informal networking. VAN undertakes special projects aimed at promoting, enhancing and furthering the profession of volunteer administration. Membership is open to Central Ohio administrators, and others who work with volunteers and have an interest in the field of volunteerism. Annual dues are assessed.

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Ohio

VOLUNTEER OHIO
P. O. Box 21896
Columbus, OH 43221

VOLUNTEER OHIO is a statewide membership association, devoted to increasing the quality and quantity of volunteer services in the State of Ohio. **VOLUNTEER OHIO** publishes a newsletter, coordinates the schedule and selects the site for the annual statewide conference, sponsors training events, studies issues of general concern to volunteers and volunteer organizations, monitors State/Federal legislation on volunteerism, facilitates networking and idea exchange among its members and among other organizations supporting volunteerism. Volunteer, Paid Staff, Organization and Patron memberships are available.

Volunteer Venture - The Annual State Conference on Volunteerism is held each spring in one of the major cities in Ohio. Approximately 300-400 persons attend the 2-1/2 day event that hosts national, state and local speakers and workshop leaders on a variety of volunteerism-related topics. For information on dates, locations, fees, etc. contact **VOLUNTEER OHIO** at the Volunteer Center.

National

Association for Volunteer Administration (AVA)
P. O. Box 4584
Boulder, Colorado 80306
(303) 497-0238

The Association for Volunteer Administration is the international, multi-discipline membership organization of professionals in volunteerism and volunteer administration. The mission of AVA is to shape the future of volunteerism by promoting and strengthening the profession of volunteer services management.

AVA determines ethics and standards for professionals in volunteer administration, holds a national conference and publishes the **JOURNAL OF VOLUNTEER ADMINISTRATION**. AVA also sponsors a professional certification program in the field of volunteer management. The designation CVA, Certified in Volunteer Administration, is awarded to applicants who meet AVA requirements. Annual dues are assessed.

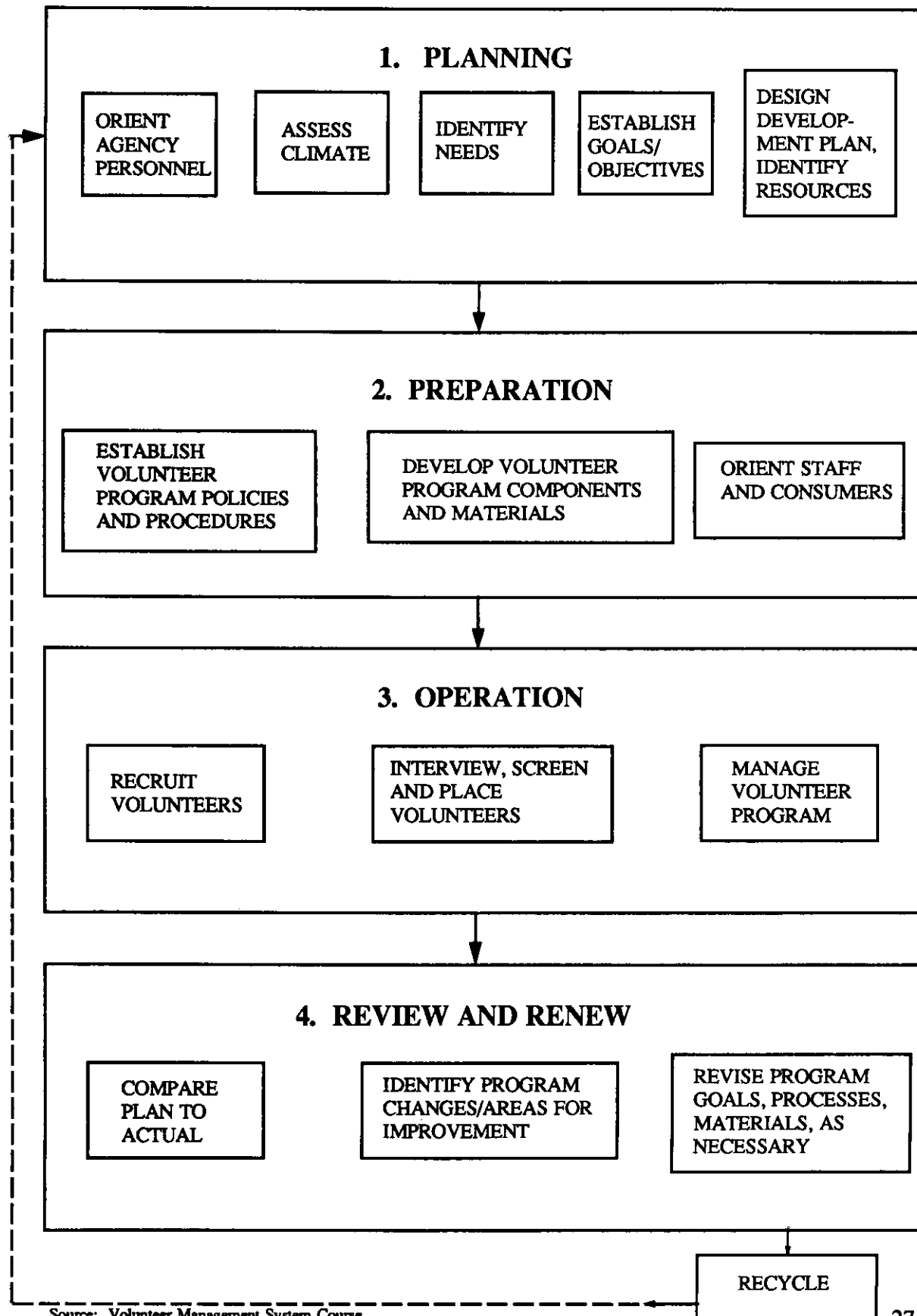
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VOLUNTEER — The National Center
1111 North 19th Street, Suite 500
Arlington, Virginia 22209
(703) 276-0542

VOLUNTEER'S purpose is to stimulate and support more effective volunteering and citizen involvement in problem solving. **VOLUNTEER** holds a national conference, initiates demonstration projects, promotes and supports corporate volunteer program development and co-sponsors the President's Volunteer Action Awards Program. **VOLUNTEER** publishes **VOLUNTARY ACTION LEADERSHIP** quarterly and is the major distributor of volunteer recognition memorabilia and publications on effective volunteer management. Volunteer Centers across the country look to **VOLUNTEER** for information. A basic Associate membership, designed for the volunteer administrator, is available and includes among its benefits **VOLUNTARY ACTION LEADERSHIP** and a discount on their national conference.

Note: Volunteer centers are located in many communities. They may be listed as Volunteer Action Centers or Volunteer Service Bureaus. To locate the volunteer center in your area, consult the Yellow Pages, call your local information and referral agency, the local United Way, or contact Volunteer — The National Center.

Volunteer Management System Process Model



APPENDIX E

WORKING WITH VOLUNTEERS BASIC CRITERIA FOR DEVELOPING VOLUNTEER POSITIONS

1. Is this a real job? Can its usefulness be made clear and concrete to the volunteer?
2. Can this job be done satisfactorily on a part-time basis?
3. Will time required for training and for support be in proportion to the volunteer time needed in actual service?
4. Are staff willing to have the jobs done by volunteers?
5. Can essential supportive staff work be provided?
6. Can staff work adjustments be made or "back stops" be built in if the volunteer's other priorities make this necessary?
7. Does the job consider the varied interests and skills volunteers may bring and the value of their community relationships?
8. Are there possibilities for volunteer satisfaction in doing this job?
9. Is it probable that the kind and/or number of volunteers required for this job can be recruited?
10. Can you imagine a person really wanting to do this job?

APPENDIX F

OPTIONS: DELEGATED VOLUNTEER ADMINISTRATOR'S FUNCTIONS

These duties are components of an overall volunteer program. However, they may be delegated to others in the agency/organization with final reporting made to the volunteer administrator on a regular and/or periodic basis.

1. Recognition

All staff of the agency/organization are involved with recognition, particularly ongoing acknowledgement of volunteers' contributions.

2. Budget preparation and management

The volunteer administrator must be involved in the development but actual paperwork and bookkeeping may be handled by others.

3. Record-keeping

The volunteer administrator determines method of record-keeping, what records are significant to maintain and monitors records on a regular and/or periodic basis. Daily volunteer records may be kept at the work site and reported to the central volunteer office on a regular basis.

4. Orientation

Other paid and/or unpaid staff members may be trained to conduct general orientation to the overall mission and purpose of the agency/organization.

5. Day to day operation

The volunteer administrator must be a presence in the community to effectively market volunteer program and recruit volunteers. As the "professional isolate" within the agency/organization, the volunteer administrator must have freedom to leave premises as needed. Message taking, interview scheduling, on-site office management and direct supervision of volunteers need to be covered by others.

APPENDIX G

Rationale for Job Title: Volunteer Administrator

The volunteer administrator has management-level responsibility that includes: planning, budget/program development, policy formulation/recommendation and evaluation. The more widely recognized and used title of Volunteer Coordinator does not accurately reflect the level and gamut of responsibility of the position.

While the generic title of volunteer administrator is suggested, the job title should be in keeping with job titles of other department heads within the organization, i.e., Director, Manager, Supervisor, etc.