



Position Profiles for Volunteer Management Professionals

Position Characteristics	Level 1	Level 2	Level 3
Common Titles	National Director, Volunteer Resources Regional Director, Volunteer Resources Director, Volunteer Services Director, Community Engagement Volunteer Management Consultant	Manager, Volunteer Resources Manager, Volunteer Services Manager, Volunteer Development Leader – Volunteer Engagement Community Engagement Leader	Coordinator, Volunteer Resources Coordinator, Volunteer Services Volunteer Engagement Coordinator Administrator, Volunteer Resources
Purpose	Leads volunteer programs for large organizations, organizations with national or international outreach; oversees and develops large, complex volunteer programs with multiple sites and/or programs; may provide high-level leadership for several departments or functions.	Manages and provides leadership for the volunteer department for the organization; mid- to large-size volunteer programs with some complexity; provides liaison between senior volunteer management and volunteer coordinators.	Under direction of Manager/Director coordinates volunteer resources and develops the volunteer program for smaller, less complex organizations or programs.
Planning	Directs strategic planning and policy development for the organization as it relates to Volunteer Resources, is a member of senior management team. Develops plans and strategies, goals and objectives for the development and expansion of the volunteer resource base, community connections, and volunteer opportunities within the organization, related to volunteers, clients, community and stakeholder connections.	Develops plans and strategies, goals and objectives for the development and expansion of the volunteer resource base, community connections, and volunteer opportunities within the organization, related to volunteers, clients, community and stakeholder connections.	Under direction of Manager/Director, develops plans for the development of the volunteer resource base and volunteer opportunities within the organization or assigned programs.

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<p>Needs Assessment</p>	<p>Directs a proactive needs and opportunities assessment process involving volunteers, clients, and referral agencies.</p> <p>Develops comprehensive risk assessment process for volunteer programs.</p> <p>Acts as internal consultant to senior leadership and the board on matters pertaining to volunteerism and community development, as they relate to organizational goals and objectives.</p> <p>Researches related services and programs.</p>	<p>Manages a proactive needs assessment process involving volunteers, clients, and referral agencies.</p> <p>Develops and undertakes risk assessment process for volunteer programs.</p> <p>Acts as an internal consultant to departments.</p> <p>In the absence of a Director, acts as internal consultant to senior leadership and board on matters pertaining to volunteerism and community development, as they relate to organizational goals and objectives.</p> <p>Develops consultative processes with clients for prioritizing needs.</p>	<p>Under direction of Manager/Director, conducts needs assessment and prioritization involving volunteers, clients, and referral agencies.</p> <p>Acts as an internal consultant within the organization.</p> <p>Identifies and documents risks and works with Manager and/or Director and/or programs staff to address risks related to volunteer engagement within the organization.</p>

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Program Development/ Job Design	<p>Directs the development of the goals and objectives of the volunteer program(s).</p> <p>Develops organizational infrastructure to adequately support the volunteer program.</p> <p>Determines staffing mix and develops staff position descriptions.</p>	<p>Develops the volunteer program(s) to meet assessed needs of volunteers, clients and referral agencies, including such things as:</p> <ul style="list-style-type: none"> - Volunteers career paths, episodic volunteer opportunities, virtual volunteering opportunities, and family volunteering opportunities; - Volunteer training programs for client departments; - Partnership agreements with referral agencies. <p>Determines paid staffing mix and develops staff position descriptions and budgets.</p> <p>Approves and develops new volunteer position descriptions.</p>	<p>Under direction of Manager/Director and/or program staff, develops the volunteer program(s) to meet assessed needs of volunteers, clients and referral agencies including such things as:</p> <ul style="list-style-type: none"> - Volunteers career paths, job sharing, episodic volunteer opportunities, virtual volunteering opportunities, and family volunteering opportunities; - Volunteer training programs for client departments; - Partnership agreements with referral agencies. <p>Develops new volunteer position descriptions in partnership with program staff requesting volunteers.</p> <p>Creates skills based volunteer opportunities for volunteers with unique skills/competencies that would benefit the organization but do not fit into a pre-existing role.</p>
Recruitment	<p>Sets objectives and goals and directs volunteer recruitment initiatives in Volunteer Resources.</p>	<p>Develops the overall recruitment strategy, identifies the general and targeted recruitment initiatives to be implemented.</p> <p>Assesses needs, results, and identifies new strategies.</p> <p>Approves and develops new volunteer position descriptions.</p>	<p>Develops and implements the recruitment strategy for specific programs; implements general and targeted recruitment initiatives under direction of Manager/Director.</p> <p>Develops new volunteer position descriptions.</p>

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Interviewing/ Screening	<p>Directs screening activities, ensuring that screening policies meet professional standards of practice and legislative requirements.</p> <p>Develops goals and standards for interviewing and screening based on risk assessment and organizational needs.</p>	<p>Directs screening activities, ensuring that screening policies meet professional standards of practice and legislative requirements.</p> <p>Develops goals and standards for interviewing and screening based on risk assessment and organizational needs.</p> <p>Develops interview processes and tools.</p> <p>Conducts volunteer interviews as needed.</p>	<p>Develops and implements screening and interview procedures in accordance with Standards of Practice.</p> <p>Develops interview and screening tools; conducts volunteer interviews and screening; obtains third party references.</p> <p>Conducts volunteer interviews.</p>
Placement & Scheduling	<p>Develops outcome-based departmental standards with respect to placement and scheduling of volunteers.</p>	<p>Consults with user department to develop departmental standards with respect to placement and scheduling of volunteers.</p> <p>Places volunteers, ensuring an effective match.</p> <p>Schedules volunteers or liaisons with program staff re scheduling.</p>	<p>Places volunteers, ensuring an effective match.</p> <p>Schedules volunteers or liaises with program staff re scheduling.</p>

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Orientation	Provides information to senior leadership about the volunteer program, its impact, opportunities and requirements for support.	Develops and implements orientation programs for volunteers and for staff working with volunteers.	Under direction of Manager/Director, develops, implements and conducts orientation programs for volunteers and for staff working with volunteers.
Training	Oversees and develops advanced training programs in specialized areas such as volunteer/staff relations. Trains staff within scope of responsibility, and/or ensures training is provided.	In collaboration with client departments, develops and co-ordinates the delivery of specialized training programs for volunteers and staff working with volunteers. Trains staff within the volunteer department.	In collaboration with client departments, develops and co-ordinates the delivery of specialized training programs for volunteers. Trains staff within the volunteer department.
Manages Volunteer Performance	Develops and oversees objectives, goals, policies and processes to manage volunteer performance, including performance reviews, correct action processes, retention strategies, performance evaluations and objectives.	Develops and oversees objectives, goals, policies and processes to manage volunteer performance, including performance reviews, correct action processes, retention strategies, performance evaluations and objectives.	Under direction of Manager/Director, participates in established volunteer performance evaluations and processes.

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Evaluation	Determines overall evaluation strategy for Volunteer Services and oversees ongoing evaluation activities within scope of responsibility.	Evaluates the success of the Volunteer Program in relation to planned outcomes and impact assessment. Develops evaluation tools and methods.	In collaboration with Manager/Director, evaluates the success of the Volunteer Program in relation to planned outcomes and impact assessment. Conducts program evaluation using approved evaluation tools and methods.
Recognition	Determines formal and informal recognition strategies. Directs recognition program within approved budget.	Develops formal recognition programs for volunteers, client departments, referral agencies, and corporate partners. Ensures that volunteers receive informal recognition by encouraging client departments and providing ideas.	Under direction of Manager/Director, develops and implements formal recognition programs for volunteers, client departments, referral agencies, and corporate partners. Ensures that volunteers receive informal recognition by encouraging client departments and providing support.
Policy/Procedure Development	In consultation with senior leadership, develops an organizational philosophy of volunteer involvement. Directs the development and review of a comprehensive set of policies, procedures, and standards or good practice guidelines within scope of responsibility. Develops policies, procedures and standards for board, direct service, and partnership volunteers. Ensures review schedule of policies includes volunteer policies. Ensures volunteers are referenced in agency policies.	Develops policies, procedures and standards or good practice guidelines within scope of responsibility.	Participates in the development of policies, procedures and standards.

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Advocacy	<p>Advocates for volunteerism within scope of responsibility.</p> <p>Advocates for resources and staff to support the volunteer programs.</p> <p>Ensures departmental records are kept on every volunteer in alignment with standards of practice, accreditation practices and Canadian Code for Volunteer Involvement.</p>	<p>Advocates for volunteerism within the organization.</p> <p>Advocates for resources and staff to support volunteer programs.</p>	<p>Advocates for volunteerism within the organization.</p> <p>Advocates for resources and staff to support volunteer programs.</p>



For **salary considerations** related to the Position Profiles, see *Ten Salary Classification Considerations When Hiring a Volunteer Management Professional* also available on the VMPC website.

For further information on this subject or others related to the field of Volunteer Resources Management, please visit www.vmpc.ca.

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