



## *Skills, Knowledge and Abilities* for Volunteer Management Professionals

Key Element	Knowledge	Skills	Abilities
<b>1) Develop Volunteer Resources</b>	<ul style="list-style-type: none"> <li>• Organization, community and sector</li> <li>• Research, evaluation and analysis methods</li> <li>• Strategic planning &amp; goal setting</li> <li>• Policy &amp; procedure development</li> <li>• Computer applications</li> <li>• Volunteer resources management theory and practice</li> <li>• VMPC Standards of Practice and Ethical Conduct</li> <li>• Canadian Code for Volunteer Involvement</li> <li>• National Occupational Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Analytical</li> <li>• Evaluation and assessment</li> <li>• Research</li> <li>• Consulting</li> <li>• Business Writing</li> <li>• Team building</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce effective volunteer resources management practices to an organization</li> <li>• Assess program against recognised standards</li> <li>• Secure the support of senior management and board</li> <li>• Develop a support base within the organization</li> <li>• Assess organizational volunteer needs and opportunities</li> <li>• Research related programs and services</li> <li>• Develop goals and objectives for Volunteer Resources</li> <li>• Develop policies and procedures for Volunteer Resources</li> <li>• Develop supporting tools and resources (i.e. forms, databases, manuals)</li> <li>• Develop and implement evaluation plan for Volunteer Resources</li> <li>• Develop and implement orientation and training plans for Volunteer Resources</li> </ul>

For further information on this subject or others related to the field of Volunteer Resources Management, please visit [www.vmpc.ca](http://www.vmpc.ca).

Key Element	Knowledge	Skills	Abilities
<b>2) Promote Volunteer Resources</b>	<ul style="list-style-type: none"> <li>Stakeholders</li> <li>Organization</li> <li>Community</li> <li>Volunteers</li> <li>Computer applications</li> <li>Policies and procedures</li> <li>Methods of engagement</li> <li>Cross marketing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation, training and presentation</li> <li>Variety of delivery methods based on audience and desired outcomes</li> <li>Communication</li> <li>Collaboration</li> <li>Creative messaging</li> <li>Building relationships</li> </ul>	<ul style="list-style-type: none"> <li>Inform stakeholders of Volunteer Resources</li> <li>Advocate for volunteers services to stakeholders</li> <li>Design and implement communication plan for Volunteer Resources</li> <li>Cultivate stakeholder and partner relationships</li> <li>Evaluate promotional techniques and communication plans</li> </ul>
<b>3) Conduct Volunteer Recruitment</b>	<ul style="list-style-type: none"> <li>Needs analysis</li> <li>Organizational programs</li> <li>Scope of volunteer roles</li> <li>Conducting targeted recruitment</li> <li>Benefits to volunteers</li> <li>Risk assessment</li> <li>Screening criteria and process, including Criminal Record checks</li> <li>Policies and procedures</li> <li>Applicable labour, human rights and privacy legislation</li> </ul>	<ul style="list-style-type: none"> <li>Position Description Development</li> <li>Candidate evaluation and selection</li> <li>Conducting interviews</li> <li>Inspire and persuade</li> <li>Marketing and promotion</li> <li>Assessment of screening tools, i.e. Criminal record checks and references</li> <li>Communication</li> <li>Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>Assess organizational needs</li> <li>Develop position descriptions</li> <li>Design and implement targeted recruitment strategies</li> <li>Marketing and promotion of volunteer opportunities</li> <li>Selection of applicants for interviews</li> <li>Conducting applicant interviews</li> <li>Administering third party screening (references, criminal record checks)</li> </ul>
<b>4) Provide Volunteer Orientation and Training</b>	<ul style="list-style-type: none"> <li>Training principles and theory relating to volunteer demographic</li> <li>Organizational knowledge</li> <li>Communication strategies</li> <li>Presentation development</li> <li>Event planning</li> </ul>	<ul style="list-style-type: none"> <li>Training and presentation</li> <li>Teaching to a variety learning styles</li> <li>Communication, group and individual</li> </ul>	<ul style="list-style-type: none"> <li>Arrange and conduct orientation and training events</li> <li>Develop training materials for orientation and placement-specific training</li> <li>Set learning goals &amp; assess outcomes</li> </ul>

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<b>5) Maintain Volunteer Service Records</b>	<ul style="list-style-type: none"> <li>• Policies and procedures</li> <li>• Relevant legislation and regulations</li> <li>• Statistical recordkeeping methods</li> </ul>	<ul style="list-style-type: none"> <li>• Research and analyze</li> <li>• Database management</li> <li>• Detail-oriented</li> <li>• Organized and efficient work habits</li> <li>• Develop policies and procedures for record keeping</li> </ul>	<ul style="list-style-type: none"> <li>• Establish secure storage for volunteer records</li> <li>• Create volunteer files (paper and/or electronic)</li> <li>• Update volunteer records (i.e. hours, personal information)</li> <li>• Update third party screening (i.e. criminal record checks, credit, driver's abstract, etc.)</li> <li>• Generate statistical reports</li> <li>• Archive volunteer records, destroy and delete in keeping with policies</li> </ul>
<b>6) Perform Administrative Tasks</b>	<ul style="list-style-type: none"> <li>• Organizational and departmental communications protocol, policies, reports, record keeping requirements</li> <li>• Computer applications</li> <li>• Budgets and basic bookkeeping</li> <li>• Organizational climate and communication etiquette</li> <li>• Accessing supplies and organizational resources</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Writing</li> <li>• Performing basic calculations</li> <li>• Attention to detail</li> <li>• Research, analyze and observe</li> <li>• Plan, collaborate and mediate</li> </ul>	<ul style="list-style-type: none"> <li>• Manage departmental communications and volunteer enquiries</li> <li>• Contribute to budget process</li> <li>• Maintain departmental resources and supplies</li> <li>• Manage departmental records, and reports</li> <li>• Respond to incidents and develop safety protocols</li> </ul>

Key Element	Knowledge	Skills	Abilities
<b>7) Manage Volunteer Performance</b>	<ul style="list-style-type: none"> <li>Organizational goals and mission</li> <li>Policies and procedures</li> <li>Volunteers, volunteer roles and schedules</li> <li>Skills assessment</li> <li>Professional development opportunities</li> <li>Community</li> <li>Adult education principles</li> <li>Conflict resolution</li> <li>Retention techniques</li> <li>Supervisory theory and practice</li> </ul>	<ul style="list-style-type: none"> <li>Communication</li> <li>Documenting of incidents, agreements, interview and meetings</li> <li>Evaluation</li> <li>Managing people</li> <li>Attention to detail</li> <li>Planning</li> <li>Mentoring and coaching</li> </ul>	<ul style="list-style-type: none"> <li>Manage volunteer performance objectives</li> <li>Conduct volunteer performance reviews</li> <li>Provide feedback to volunteers</li> <li>Provide volunteer development opportunities</li> <li>Conduct corrective action procedures</li> <li>Conduct exit interviews/surveys</li> <li>Engage positively with volunteers, staff and clients</li> <li>Provide ongoing education to staff on working with volunteers</li> <li>Implement retention strategies</li> <li>Provide volunteer references</li> </ul>
<b>8) Recognize Volunteer Contribution</b>	<ul style="list-style-type: none"> <li>Volunteer motivations</li> <li>Evaluation methods</li> <li>Budgets</li> <li>Event planning</li> <li>Logistical planning</li> <li>Policy and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Analytical abilities</li> <li>Communication skills</li> <li>Attention to detail</li> <li>Event planning</li> <li>Perform calculations</li> <li>Writing ability</li> </ul>	<ul style="list-style-type: none"> <li>Develop volunteer recognition plan</li> <li>Explore recognition methods</li> <li>Choose specific recognition methods</li> <li>Consult with volunteers about preferred types of recognition</li> <li>Organize recognition events</li> <li>Publicize and promote volunteer contributions</li> <li>Review volunteer recognition methods</li> </ul>
<b>9) Engage in Professional Development</b>	<ul style="list-style-type: none"> <li>Professional associations</li> <li>Organizations supporting volunteer management professional development</li> <li>Online resources</li> <li>Certification requirements</li> </ul>	<ul style="list-style-type: none"> <li>Research</li> <li>Analytical abilities</li> <li>Communication skills</li> <li>Writing ability</li> </ul>	<ul style="list-style-type: none"> <li>Participate in professional associations</li> <li>Participate in professional development opportunities</li> <li>Obtain professional certification</li> <li>Share professional knowledge with others</li> </ul>