



**WAKE-UP CALL:  
VOLUNTEER MANAGER ROLE!**



# **OCCUPATIONAL PROFILE FOR THE VOLUNTEER MANAGER**

**Output leader:**

Pro Vobis National Resource Center  
for Volunteerism (Romania)

# PURPOSE OF THE VOLUNTEER MANAGER POSITION

The Volunteer Manager is responsible for the general management of all aspects related to the involvement of volunteers in the life of the organization. The Volunteer Manager proposes strategic approaches to volunteer involvement in the organization, oversees the involvement of volunteers in the organization, ensures quality of the volunteer management processes, provides leadership to volunteers, guides the interaction between volunteers and all internal and external stakeholders of the organization (from leadership and management to beneficiaries, partners and collaborators, decision-makers, donors and media), and is responsible to document and facilitate the recognition of the contribution volunteers make to achieving the goals of the organization.

# ● SKILLS AND COMPETENCES OF THE ● VOLUNTEER MANAGER

## ● Volunteer Management Skills

Ability to manage and coordinate projects

Administrative and IT skills

Financial and economic literacy

Ability to deal with information in a confidential manner and respond with sensitivity

Ability to maintain records and produce clear written and oral reports

Ability to work across different sectors and developing links with other organisations

Ability to lead and positively influence others

Capacity to inspire and motivate others

Empathy and understanding of the need of others

Interpersonal skills and the ability to deal with a diverse range of people

Creativity and ability to innovate

Ability to work in a team and to foster a teamwork

Ability to work independently

Ability to solve and analyse problems

Adaptability and flexibility

Flexible and non-judgemental approach to people and work

Organisational skills and the ability to manage a variety of tasks

Sophisticated verbal and written communication skills

Ability to express him / herself clearly / make him/herself understood

Presentation skills

Decision making

Negotiation skills

# KEY AREA 1. STRATEGIES AND POLICIES FOR VOLUNTEER INVOLVEMENT IN THE ORGANIZATION

## UNIT 1.1. Contribute to the development of the strategy of the volunteer involving organization

### Specific Tasks:

- 1.1.1. Identify the relevant stakeholders for the volunteering activity
- 1.1.2. Facilitate the involvement of stakeholders in developing the volunteering section of the organization's development strategy (consultation, feedback etc.)
- 1.1.3. Ensure coherence of approach for volunteering within the general organization's development strategy

## UNIT 1.2. Contribute to the development of the operational plans for the implementation of the section on volunteer involvement from the organization's strategy

### Specific Tasks:

- 1.2.1. Develop specific, measurable, achievable, realistic and time bound objectives; select appropriate methods and tools that will lead to achievement of these objectives
- 1.2.2. Assess the type, quantity, availability and cost of the resources you need for each task
- 1.2.3. Record the final activity plans in a way that will help you and your team implement and evaluate them in the future

## UNIT 1.3. Evaluate volunteers' contribution to the strategic goals of the organization



### Specific Tasks:

- 1.3.1. Identify the contribution volunteers can make to the strategic goals of the organization
- 1.3.2. Clearly define the activities volunteers can undertake in order to contribute to the strategic goals of the organization
- 1.3.3. Set concrete indicators for measuring the contribution of volunteers to the strategic goals of the organization; follow up on monitoring the indicators and using the information in regular reporting

## UNIT 1.4. Develop a volunteering policy (rules and regulations for volunteer involvement)

### Specific Tasks:

- 1.4.1. Identify, evaluate and consider requirements, constraints and best practices for volunteering policy in developing your organization's volunteer policy
- 1.4.2. Consult all stakeholders involved in developing the volunteering policy, allow for feedback and consider suggestions in finalizing the volunteer policy
- 1.4.3. Present the volunteer policy to all stakeholders and gain commitment, agreement and approval of the proposed volunteer policy from all parties involved

## UNIT 1.5. Develop structures, systems and procedures to support the implementation of the volunteer policy

### Specific Tasks:

- 1.5.1. Identify and consider needs and preferences of volunteers and colleagues in designing the structures, systems and procedures for the implementation of the volunteering policy
- 1.5.2. Provide training and continuous support to all those involved in implementing the structures, systems and procedures for implementing the volunteering policy
- 1.5.3. Constantly monitor, evaluate and make necessary adjustments to the structures, systems and procedures for the implementation of the volunteering policy

## UNIT 1.6. Ensure compliance with laws and regulations

### Specific Tasks:

- 1.6.1. Be informed about existing laws and regulations applicable to volunteer involving organizations and affecting volunteers' work
- 1.6.2. Constantly adapt your volunteering policy and the structures, systems and procedures supporting it to the laws and regulations in place
- 1.6.3. Constantly provide support to all the parties involved in order to ensure compliance with existing laws and regulations

## UNIT 1.7. Obtain funds for the organization's volunteering policies and plans

### Specific Tasks:

- 1.7.1. Identify sources of funding that can support volunteers' activity within your organization; analyze them and provide decision makers with information needed to gain support for your proposals and plans
- 1.7.2. Contribute to the preparation of the funding applications / bids / tenders etc. that contribute to the income budget of the volunteering activity in your organization
- 1.7.3. Negotiate and agree on funding dedicated to volunteering activities with decision makers in your organization and/or with external funders

# KEY AREA 2. PROMOTION OF VOLUNTEERING

## UNIT 2.1. Promote volunteering within the organization

### Specific Tasks:

- 2.1.1. Identify, quantify and communicate the contribution volunteers make to your organization in a way that gains active support for volunteering at all levels in the organization
- 2.1.2. Identify barriers to volunteering in your organization's structures, systems and procedures and work with relevant people to reduce such barriers
- 2.1.3. Create opportunities for people in the organization to develop the awareness on the contribution volunteers make to the organization and to develop the competences they need to support volunteers and maximize their contribution

## UNIT 2.2. Promote volunteering outside the organization

### Specific Tasks:

- 2.2.1. Promote volunteering to potential volunteers, highlight the benefits of volunteering and clarify existing legal frameworks regulating the volunteer involvement (if necessary)
- 2.2.2. Advocate for volunteering support and provide factual evidence that illustrates how society benefits from volunteering and how individuals benefit from volunteering
- 2.2.3. Contribute to all external communication of the organization with information on volunteering activity and impact

# KEY AREA 3. MANAGEMENT OF THE VOLUNTEERS

## UNIT 3.1. Manage the process of recruitment of volunteers

### Specific Tasks:

- 3.1.1. Identify roles that volunteers can play in your organization by involving colleagues and leadership of the organization
- 3.1.2. Define role descriptions for volunteers that do not substitute the paid work, that clearly identify roles, responsibilities and working relationships and are sufficiently broad and flexible to include volunteers with diverse needs, abilities and preferences
- 3.1.3. Prepare volunteer specifications for the proposed volunteer roles that clearly identify required knowledge, skills, experience, personal qualities and availability; make sure they include any justified exclusion criteria and references to official checks that will be required
- 3.1.4. Oversee the entire process of recruitment of volunteers in line with legal frameworks and internal policies of the organization

## UNIT 3.2. Manage the selection and matching of volunteers

### Specific Tasks:

- 3.2.1. Use the role description and volunteer specifications to establish fair and clear criteria for assessment of suitability of potential volunteers; clearly communicate the criteria to all potential

volunteers; ensure they are put in practice using standardized methods and tools

3.2.2. Ensure the involvement of all relevant people in the process of selection and matching of volunteers

3.2.3. Overview the entire process of section and matching of volunteers

3.2.4. Ensure that relevant and timely feedback is given to applicants who are not suitable for the volunteer roles available in your organization

## UNIT 3.3. Manage the induction of volunteers

### Specific Tasks:

3.3.1. Clarify and agree the content of volunteer contracts/agreements that includes at least the volunteer role, activities, boundaries, standards of performance and behavior, training, support and supervision available to volunteers, risks and insurance information, expenses and reimbursement rules and ceilings and any other organizational rules relevant for volunteers

3.3.2. Ensure that volunteers understand the importance of the volunteer contract/agreement and its legal/binding consequences

3.3.3. Prepare information and guidance materials for volunteers; ensure that all volunteers receive all necessary documentation governing their volunteering activity

3.3.4. Record information accurately and process it in line with legal requirements and organizational policies

## UNIT 3.4. Manage the process of motivation, retention and recognition the volunteers

### Specific Tasks:

3.4.1. Know your volunteers and strive to develop tailored motivational strategies

3.4.2. Communicate clearly and effectively with volunteers at all times in ways that meet their diverse needs and show respect for their volunteer role

3.4.3. Constantly highlight the purpose and value of volunteering activity for the organization's objectives, mission and beneficiaries

3.4.4. Ensure existence and use of tools, methods and strategies for proper recognition of volunteers' activity, achievements, and contribution

## UNIT 3.5. Manage the process of supervision of and support for volunteers

### Specific Tasks:

- 3.5.1. Choose appropriate times and places to discuss activities and exchange feedback with volunteers
- 3.5.2. Encourage and support volunteers to take ownership of their activities and to suggest ways of working appropriate to their diverse needs, abilities and potential
- 3.5.3. Create a supportive environment in which difficulties and failure are seen as opportunities for learning and improvement, not as arguments for guilt assignment
- 3.5.4. Identify where volunteers may need additional support and make this available; where appropriate, also involve other staff

## UNIT 3.6. Manage the planning and implementation of volunteers' activity

### Specific Tasks:

- 3.6.1. Overview the entire volunteer involvement in the organization based on information collected constantly
- 3.6.2. Identify appropriate ways of working taking into account the diverse abilities, styles and motivation of volunteers, the specificities of the volunteering activities, and the needs of the staff involved
- 3.6.3. Make sure all needed resources are available as planned by communicating with volunteers, colleagues, suppliers and decision-makers
- 3.6.4. Keep everyone involved informed about progress of activities, risks and difficulties, and changes in the initial plans

## UNIT 3.7. Manage the monitoring and evaluation of volunteers' activity

### Specific Tasks:

- 3.7.1. Develop tools and methodologies for monitoring and evaluation of volunteer activity that are collecting different views, are user-friendly, and require reasonable time investment from all parties involved
- 3.7.2. Manage the process of monitoring and evaluation of volunteer activity in order to provide input for reporting purposes and as part of general evaluation processes within the organization
- 3.7.3. Ensure access of volunteers to relevant data collected through monitoring and evaluation processes; use findings of these processes to improve volunteer performance, learning and development

3.7.4. Record monitoring and evaluation data in ways that will help you and your team to use them appropriately in the future

## KEY AREA 4. DEVELOPMENT AND RECOGNITION OF SKILLS GAINED THROUGH VOLUNTEERING

### UNIT 4.1. Support the development of volunteers' knowledge, skills and competence

#### Specific Tasks:

- 4.1.1. Identify the knowledge, skills and competences volunteers need/want to develop during their volunteer activity
- 4.1.2. Provide support/guidance for volunteers to define their learning and development objectives taking into account the opportunities available within the organization
- 4.1.3. Make sure you include the necessary resources for volunteer learning and development support in the budget of your volunteer program or identify alternative funds to support this activity

### UNIT 4.2. Provide support for keeping evidence related to activities that develop volunteers' knowledge, skills and competence

#### Specific Tasks:

- 4.2.1. Introduce volunteers into the process of evidence gathering in order to document their learning and development and provide continuous support for volunteers
- 4.2.2. Monitor together with volunteers the progress in achieving their learning and development objectives
- 4.2.3. Involve appropriate people (staff, leadership, other volunteers, beneficiaries etc.) in the process documenting the learning and development of the volunteers



## UNIT 4.3. Manage the process of recognition of volunteers' knowledge, skills and competence according to existing procedures and guidelines

### Specific Tasks:

4.3.1. Inform the volunteers about the existing procedures and tools available for recognizing their knowledge, skills and competences

4.3.2. Manage volunteers' expectations with regard to their learning and development objectives in the context of their volunteer activity description

4.3.3. Make sure the organization has all needed accreditation/registration in order to be able to recognize volunteer knowledge, skills and competences

## UNIT 4.4. Ensure that the recognition certificates are issued according to existing procedures and guidelines

### Specific Tasks:

4.4.1. Be informed about the existing procedures and tools available for recognizing their knowledge, skills and competences

4.4.2. Make sure the organization follows all required procedures in order to be able to issue a valid Recognition certificate for volunteers

4.4.3. Issue/supervise the issuance of recognition certificates for all volunteers requesting recognition

## UNIT 4.5. Support volunteers to make use of the skills gained through volunteering

### Specific Tasks:

4.5.1. Inform volunteers about the opportunities for using their recognition certificates outside their volunteer activity

4.5.2. Communicate internally and externally about successful use of recognition certificates by volunteers from your organization

4.5.3. Facilitate the use of the recognition certificates by volunteers within your organization

# KEY AREA 5. MANAGEMENT SUPPORT FOR VOLUNTEERING PROGRAMS

## UNIT 5.1. Manage projects involving volunteers / Collaborate with managers of projects involving volunteers

### Specific Tasks:

- 5.1.1. Inform/make sure volunteers are informed about the scope, objectives, activities and expected results and implementation plan of the project they are involved in
- 5.1.2. Clarify the chain of communication, support and supervision for volunteers directly managed by other staff involved
- 5.1.3. Ensure timely completion of all actions related to volunteers (financial, administrative, etc.) in the context of each volunteer project

## UNIT 5.2. Manage data and report internally and externally about volunteering

### Specific Tasks:

- 5.2.1. Keep complete, accurate and up-to-date record of personal data and activity related information about volunteers
- 5.2.2. Ensure that your procedures regarding the use and storage of personal data are according to the existing rules and regulations
- 5.2.3. Record data about volunteers and volunteering activity in ways that will allow you and your organization to provide required information to various internal and external stakeholders

## UNIT 5.3. Contribute to the budgeting process in the organization

### Specific Tasks:

- 5.3.1. Identify and select resources that will be used for performing volunteer-related tasks; make sure they are within the allocated budget or identify alternative sources



- 5.3.2. Prepare and manage the expenditure budget of volunteer activities in line with the internal financial procedures and with the specific requirements of the project funder
- 5.3.3. Control costs associated with volunteering activities; provide support to volunteers to properly follow the financial rules of the organization

## UNIT 5.4. Ensure the quality of volunteer activities and services provided by/with the support of volunteers

### Specific Tasks:

- 5.4.1. Establish quality standards for volunteer activity which comply with legal regulations, requirements of funders, and are in line with the values, objectives and internal rules of your organization
- 5.4.2. Encourage volunteers to assume responsibility for the quality of the work they perform and offer constant support to volunteers to enable them to do so
- 5.4.3. Constantly monitor the quality of volunteer activities and services provided by/with the support of volunteers, provide feedback to volunteers and other parties involved; review the quality standards regularly

## UNIT 5.5. Participate in and/or facilitate the participation of volunteers to meetings related to planning of activities and projects involving volunteers

### Specific Tasks:

- 5.5.1. Facilitate the involvement of volunteers in staff meetings dedicated to planning the projects where volunteers are involved; attend these meetings together with the volunteers if necessary
- 5.5.2. Ensure that tasks assigned to volunteers are in line with the volunteer job description and the legal requirements and internal rules regulating the volunteer involvement in your organization
- 5.5.3. Provide feedback to the persons involved in the meeting with regard to how volunteer activity is approached and organized during such meetings to help improve the participation of volunteers in planning meetings for projects involving volunteers

## UNIT 5.6. Manage the flow of information among all parties involved in volunteering

### Specific Tasks:

- 5.6.1. Gather information that may affect the work of volunteers from your colleagues; select the information and communicate to volunteers all information relevant for their activity
- 5.6.2. Make sure the volunteers are informed in a timely manner about any changes in the activities they are involved in; put in place an effective communication system that facilitates this exchange of information
- 5.6.3. Gather feedback from volunteers and constantly communicate this to your colleagues involved in activities and projects together with volunteers

## UNIT 5.7. Identify, assess and control health and safety risks related to the activity of volunteers

### Specific Tasks:

- 5.7.1. Keep informed of legal and organizational rules and regulations regarding health and safety risks for volunteers
- 5.7.2. Develop procedures and tool and use them constantly in order to identify, assess and control health and safety risks for volunteers
- 5.7.3. Monitor the effectiveness of the organization's procedures and tools aimed at ensuring health and safety for volunteers; propose changes and additional safety measures if and when appropriate

## UNIT 5.8. Help address problems affecting volunteering

### Specific Tasks:

- 5.8.1. Make sure volunteers understand the internal policies and procedures for addressing problems affecting them/their work; help them understand the communication chain that needs to be followed when problems occur
- 5.8.2. Create a supportive environment in which volunteers feel comfortable to communicate about problems; provide support to volunteers to help them address problems affecting them / their work
- 5.8.3. Discuss problems directly with volunteers and all the parties involved; agree with each of them the consequences of the problem; refer the problems that are beyond your competence to the appropriate people in the organization

# ● KEY AREA 6. MANAGE THE WORK ● RELATIONSHIPS INVOLVING ● VOLUNTEERS

## ● UNIT 6.1. Ensure proper working environment & resources for ● volunteers

### ● Specific Tasks:

- 6.1.1. Identify an adequate physical space on the organizations' premises dedicated to volunteers; involve volunteers in organizing the space
- 6.1.2. Make sure volunteers have all the necessary resources to perform their activity; inform volunteers of the procedures and tools available for accessing resources in the organization
- 6.1.3. Make sure all personnel is aware of the presence of volunteers, accepts the presence of volunteers and acknowledges their contribution appropriately

## UNIT 6.2. Develop and maintain partnerships working to support volunteering

### Specific Tasks:

- 6.2.1. Identify partners that can support the work volunteers do in your organization
- 6.2.2. Involve volunteers in identifying potential partners; encourage volunteers to propose activities involving other stakeholders
- 6.2.3. Obtain all necessary approvals from the leadership of the organization for the new activities/partnerships proposed by volunteers

## UNIT 6.3. Promote and develop productive working relationships between volunteers and employees/trustees / beneficiaries

### Specific Tasks:

- 6.3.1. Help employees/trustees/beneficiaries understand the role, responsibilities and contribution volunteers bring to achieving the organization's mission and objectives
- 6.3.2. Provide opportunities for volunteers and employees/trustees/beneficiaries to meet each other personally; facilitate a dialogue by which they understand how they can support each other
- 6.3.3. Make sure all parties understand how they can work and communicate with each other in effective ways; address any potential problems that might affect the productive working relationships between volunteers and employees/trustees/beneficiaries

## UNIT 6.4. Manage and continuously develop others' capacity for working with volunteers (employees/trustees /other stakeholders)

### Specific Tasks:

- 6.4.1. Make sure all employees/trustees/beneficiaries are informed about the presence of volunteers, their planned activity and the limits of their involvement
- 6.4.2. Make sure all employees/trustees/beneficiaries are informed about the rules and regulations for involving volunteers applicable in the organization; regularly update all employees/trustees/beneficiaries on the situation of volunteer involvement in the organization, changes and contribution volunteer make
- 6.4.3. Provide opportunities for employees/trustees/beneficiaries to better understand volunteering and volunteers

## UNIT 6.5. Manage and continuously develop individual capacity for managing volunteers

### Specific Tasks:

- 6.5.1. Be aware of your own values, aspirations, and motivation related to managing volunteers; use them appropriately in your work with volunteers
- 6.5.2. Manage your emotions and relationships to volunteers in a way that allows you to meet your objectives and support volunteers to meet their objectives
- 6.5.3. Be preoccupied to develop your knowledge, skills, and competences related to managing volunteers; build your own personal and professional development plan and work to put it in practice; integrate feedback received from volunteers and other parties involved.

# ABOUT THE PROJECT

The project “Wake-Up call: Volunteer Manager Role!” is implemented by Pro Vobis National Resource Center for Volunteerism Romania ([www.provobis.ro](http://www.provobis.ro)) in partnership with Association for Civil Society Development SMART Croatia ([www.smart.hr](http://www.smart.hr)), Brivpratigais.LV ([www.brivpratigais.lv](http://www.brivpratigais.lv)), National Volunteer Centre Hungary ([www.oka.hu](http://www.oka.hu), [www.onkentes.hu](http://www.onkentes.hu)) and Platform of Volunteer Centers and Organizations Slovakia ([www.dobrovolnickecentra.sk](http://www.dobrovolnickecentra.sk)) from November 1st 2014 until April 30th 2016, and funded by the European Union under the Erasmus+ Program, contract number 2014-1-RO01-KA205-002734.

The project aims to increase the quality of volunteerism by taking volunteer management to the next quality level based on tailor-made occupational profile, comprehensive training curricula and competence validation procedure for experienced volunteer managers according to the new occupational profile, quality standards for volunteer management, and creation of support structures in the form of professional communities for volunteer managers. The project objectives are:

- to enhance the quality and relevance of the learning offer in volunteer management in general and volunteer management in the youth field in particular through the development of tailored training curricula based on a competence based occupational profile, the development of quality standards in volunteer management, and the development of validation instruments for competences acquired in non-formal or informal learning;
- to increase the use of European reference tools for recognition, validation and transparency of competences and qualifications in the field of volunteer management by stimulating the volunteer managers in 5 countries to use the available and appropriate Europass tools;
- to improve the capacities of the 5 resource organizations involved in the project in the area of quality of services and targeted activities for specific groups (namely volunteer managers), project management and internationalization, enhancing the dynamic, committed and professional environment in the organizations.

The project includes activities aimed at strengthening the cooperation between resource organizations from 5 European countries (Romania, Hungary, Croatia, Slovakia, and Latvia) with a view to:

- exchange good practices in volunteer management,
- develop, test and implement innovative practices in relation to volunteer management in general and volunteer management in the youth field in particular, and
- facilitate recognition and validation of knowledge, skills and competences acquired through formal, non-formal and informal learning.

The project produces four main outputs:

- The Volunteer Manager Occupational Profile
- The Quality Standards for Volunteer Programs
- The Training Curriculum for Volunteer Managers
- The Instrument for Validation of Competences as Volunteer Manager



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