

Occupational Standards for Managers of Volunteer Resources

How-to Guide



HR Council
for the Nonprofit Sector

HR Council for the Nonprofit Sector

The HR Council takes action on nonprofit labour force issues.

As a **catalyst**, the HR Council sparks awareness and action on labour force issues. As a **convener**, we bring together people, information and ideas in the spirit of collaborative action. As a **research instigator** we are building knowledge and improving our understanding of the nonprofit labour force.

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Canada 

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Introduction

The Occupational Standards are an extremely valuable resource tool that can be used by a variety of nonprofit sector stakeholders.

The HR Council for the Nonprofit Sector (HR Council) acts to bring together nonprofit sector employees on labour force issues. The decisions of the HR Council are purposed to develop the workplace skills and knowledge necessary for strong leadership in nonprofit organizations. The creation of National Occupational Standards for Managers of Volunteer Resources supports this function of the HR Council; the criteria will ensure that organizations will be held to national standards.

The *Occupational Standards for Managers of Volunteer Resources* describe what a person in a volunteer management position needs to know and be able to do to be considered capable in the profession. In general, ‘capable’ means that a person has the level of skills, knowledge and abilities required to do a job effectively and successfully.

Occupational Standards are an extremely valuable resource tool that can be used by a variety of nonprofit sector stakeholders, including:

- Paid or unpaid volunteer managers
- Chief executive officers
- Human Resources personnel
- Project Managers
- Boards of directors
- Organization supporters
- Volunteers
- Members of the public
- Partner organizations
- Current and future employees

The How-to Guide

Within this How-to Guide, seven potential uses for the *Occupational Standards for Managers of Volunteer Resources* will be described.

For the final Occupational Standards to gain currency within the sector and be utilized to its full potential it is necessary for end-users to clearly understand the practical applications of the document. By demonstrating the great value of the Occupational Standards, organizations can make full use of the document and adopt the standards as part of the culture of their organization. To maximize the value of the Occupational Standards, guidance must be provided to end-users by demonstrating practical uses for the standards in their organization in the products of the How-to Guide. With this document, the Occupational Standards become an integral part of the Human Resources processes within the sector.

Within this How-to Guide, seven potential uses for the *Occupational Standards for Managers of Volunteer Resources* will be described, including using the Occupational Standards for:

- Developing job descriptions
- Conducting performance appraisals
- Informing and assessing training curricula
- Assisting with the professional certification process
- Identifying ongoing professional development needs
- Managing succession plans
- Improving community relations

Use 1 Developing job descriptions using the occupational standards

Effective job descriptions provide workers with a clear focus and understanding of expectations and priorities. These descriptions are based on close examination of the job and provide an understanding of what skills and abilities are needed by Managers of Volunteer Resources to perform their roles.

Regardless of an organization's size, clear and specific written job descriptions that identify the duties, responsibilities, and qualifications for every employee are extremely beneficial for all supervisors and boards of directors. Key benefits of effective job descriptions include:

- **Setting clear expectations:** Managers of Volunteer Resources can be responsible for playing multiple roles within an organization. As each role comes with a specific set of expectations, well-defined job descriptions help provide the Manager of Volunteer Resources with a clear understanding of what is expected of them in their current position.
- **Clarifying hiring needs:** Clearly defined job descriptions are effective tools for employers during the hiring process, as they aid in the selection of qualified candidates. Job descriptions provide a synopsis of the requirements of a job and serve as an objective basis from which to measure a candidate's suitability for employment.
- **Clarifying relationships between roles:** In a nonprofit setting, there are often a number of roles with ranging scopes that can, at times, overlap. A clearly defined job description allows the Manager of Volunteer Resources to recognize the scope of his or her personal responsibilities within the context of coworkers, volunteers, boards of directors, and/or managers. Having these boundaries defined allows the Manager of Volunteer Resources to form effective working relationships.

Steps to developing a job description using the occupational standards:

The responsibilities of Managers of Volunteer Resources differ greatly from one organization to another in the nonprofit sector. The skills needed to do this job successfully, however, remain essentially the same. The *Occupational Standards for Managers of Volunteer Resources* clearly defines what a capable Manager of Volunteer Resources must be able to do, including Tasks, Sub-Tasks and Required Skills and Abilities.

Because they so effectively describe the actual tasks that a Manager of Volunteer Resources performs during daily work, the Occupational Standards ensure that the person hired for the job is qualified to fulfill the needs of the nonprofit organization. Having a capable person in the role of Manager of Volunteer Resources adds strength to the organization's profile and, therefore, increases opportunities for the individual to build beneficial working partnerships with other organizations and within the community at-large.

The following is an example of how a job description could be developed using the *Occupational Standards for Managers of Volunteer Resources*. This process can include the following four key steps:

- Define the purpose of the job
- Outline the responsibilities of the job
- Describe required education and experience
- Identify required licenses, certificates or registrations

Step 1: Define the purpose of the job

This section provides a snapshot of the occupation in three to four sentences and is very useful to include in job advertisements. This section typically involves:

- An overview of the key job responsibilities
- The level of supervision and management received (i.e., to whom the Manager of Volunteer Resources directly reports)
- The level of supervision performed by the Manager of Volunteer Resources

Step 2: Outline the responsibilities of the job

This section describes the essential responsibilities of the job and is the most important portion of the job description. It is important to note that this section does not outline every responsibility and task that a Manager of Volunteer Resources must be able to perform. Instead, this section outlines the main responsibilities of the position. This information is best obtained from the Task, Sub-Task, and Supporting Knowledge and Abilities sections within the

Occupational Standards for Managers of Volunteer Resources.

To develop the Responsibilities section of the job description:

1. Using the Task Chart, circle all of the Tasks and Sub-Tasks performed by the Manager of Volunteer Resources for which the job description is being written.
2. Scan the Supporting Knowledge and Abilities and Sub-Tasks identified for each Task and extract information that briefly describes what the Task entails.
3. Use the information from the Supporting Knowledge and Abilities and Sub-Tasks to write a one or two sentence description of the Task, which will be listed within the Responsibilities section. It can be helpful to use approximate percentages to indicate roughly how much time and importance should be placed on each responsibility.

Step 3: Outline required education and experience

This section describes the educational background as well as specific knowledge, skills and abilities that are required to perform the responsibilities of the Manager of Volunteer Resources. Clearly state when specific education and experience requirements are essential versus desirable. Specific knowledge requirements for the position can be extracted from the *Occupational Standards for Managers of Volunteer Resources*.

Step 4: Outline required licenses, certificates, or registrations

This section specifies any additional licenses, certifications, or registrations that are required for the Manager of Volunteer Resources position. Examples may include licensure with a professional association, police record checks, or CPR and first aid certification. These requirements will be specific to each workplace.

Use 2 Conducting performance appraisals using the occupational standards

The *Occupational Standards for Managers of Volunteer Resources* is an effective tool for the performance appraisal process. Performance appraisals are very useful for both the Manager of Volunteer Resources and the supervisor/board of directors. By analyzing an individual’s level of competency, it is easier for the supervisor or board of directors to evaluate the individual’s performance, set objectives, and identify strengths and development needs. In a situation where a performance appraisal cannot be conducted by a direct supervisor or board of directors, a Manager of Volunteer Resources can use the standards to evaluate his or her own performance and to determine a path for professional development.

Performance appraisal criteria clearly define the acceptable level of ability for each skill required to perform the job. The individual’s ability in each skill is measured against the *Occupational Standards for Managers of Volunteer Resources*, which is recognized as a current practice framework. This provides the foundation for an objective and fair assessment. The evaluations can acknowledge superior performance and strengths and provide a foundation for strategic planning and professional development. Performance appraisals often take place within the initial probationary period and, typically, on an annual basis thereafter.

The following illustrates one method in which the *Occupational Standards for Managers of Volunteer Resources* can be used to conduct performance appraisals in five key steps:

- Select a performance rating scale or method
- Develop performance appraisal forms
- Prepare for the performance appraisal interview
- Conduct the performance appraisal interview
- Define future performance objectives

Step 1: Select a performance rating scale

To conduct a performance appraisal, the supervisor or board of directors requires a clearly defined rating scale to measure a Manager of Volunteer Resources’ performance of an area or task. There are a number of scales that can be used for appraising performance. Some scales will assign levels (e.g., Level 1, 2 and 3), some will assign titles (e.g., expert, competent, some experience and no experience) and others will assign letters (A, B and C). What is important for any performance appraisal scale is that the criteria for each ordinal are clearly defined, measurable and performance-based.

For example:

Scale	1	2	3	4	5
	None	Novice	Functional	Competent	Mastery
Performance Based Criteria	Employee has no experience in this area	Employee is developing skills and knowledge for this area	Employee can perform this area with some support	Employee works independently in this area with initiative and adapts to special situations	Employee demonstrates this area well enough to mentor others

Step 2: Develop performance appraisal forms

The *Occupational Standards for Managers of Volunteer Resources* contains all of the Tasks and Sub-Tasks that may be performed by Managers of Volunteer Resources working in a range of settings and fields. However, not every Manager of Volunteer Resources will perform every Task and Sub-Task within the Occupational Standards. It is important that the appropriate Tasks and Sub-Tasks are selected for each Manager of Volunteer Resources based on his or her work situation to ensure that the individual’s performance appraisal is reflective of the activities that he or she performs.

The Performance Appraisal form will typically contain a section for each applicable Task within the Occupational Standards. For each task, the applicable Sub-Tasks can be summarized and identified as performance indicators. The Manager of Volunteer Resources' competency for each task will be measured using the rating scale chosen for appraisal. Also included in this form should be areas for both the Manager of Volunteer Resources and the supervisor or board of directors to provide comments, identify major achievements and contributions, define personal development activities and set goals and objectives.

Step 3: Prepare for the performance appraisal interview

The key element of a performance appraisal is the interview. However, there is preparation involved for both the Manager of Volunteer Resources and the supervisor or board of directors prior to the interview.

Manager of Volunteer Resources Preparation

Prior to the Performance Appraisal Interview, the Manager of Volunteer Resources uses the performance appraisal form for self reflection. As outlined above, this self-appraisal would have the individual list their major achievements and contributions, personal development activities, goals and objectives, as well as evaluating their own performance of specified work Tasks according to the rating scale. Once the Manager of Volunteer Resources has completed the self-reflection, the form is returned to the supervisor for use during the Performance Appraisal Interview. In preparation for the interview discussion, the Manager of Volunteer Resources should prepare to discuss the self-reflection ratings with the supervisor. He or she should consider the Tasks that were rated lower and should begin thinking of potential options for improving performance through professional development.

Supervisor or Board of Directors Preparation

Prior to the Performance Appraisal Interview, the supervisor or board of directors will also complete an appraisal of the performance of the Manager of Volunteer Resources for various Tasks. Following this appraisal, the supervisor or board of directors can identify the specific Tasks that they wish to discuss in detail with the Manager of Volunteer Resources during the interview. These Tasks may include those areas in which the Manager of Volunteer Resources excels

but also those for which the employee requires further training to improve performance. For Tasks that require improvement, the supervisor or board of directors can begin to consider potential training options to discuss with the Manager of Volunteer Resources during the interview.

Step 4: Conduct the performance appraisal interview

A significant feature of performance appraisals is that they require interaction between the Manager of Volunteer Resources and the supervisor or board of directors. The Performance Appraisal Interview serves as a catalyst for a meaningful discussion about job performance, which can then lead to mutual understanding and appreciation.

During the Performance Appraisal Interview, the Manager of Volunteer Resources and the supervisor or board of directors must confirm the appraisal. This requires a high degree of trust and communication. The Manager of Volunteer Resources must feel comfortable in sharing explanations for their self-reflection. The supervisor or board of directors must also be comfortable discussing reasons why their performance rating for specific Tasks may differ from the Manager of Volunteer Resources. A successful discussion process encourages the attainment of an increased performance rating through mutual understanding between the Manager of Volunteer Resources and the supervisor or board of directors.

Step 5: Define future performance objectives

The successful discussion of the current performance of the Manager of Volunteer Resources will lead to several positive outcomes including the setting of general goals and objectives for the nonprofit organization to be met by the next interview period as well as identifying additional training and professional development that will aid the Manager of Volunteer Resources in meeting these targets. All goals should be **SMART** (Specific, Measurable, Attainable, Realistic, and Timely). Setting SMART goals helps the supervisor or board of directors and Manager of Volunteer Resources determine if goals have been met each year. Such goals can help address specific programs, issues facing the organization or individual employment requirements and responsibilities.

Use 3 Using the occupational standards to design training programs

The *Occupational Standards for Managers of Volunteer Resources* reflects the current practice across the country and defines the skills, knowledge and abilities required of today's Manager of Volunteer Resources. Since these standards describe what a Manager of Volunteer Resources must be able to do to be considered capable, they are an excellent resource for curriculum developers and faculty who aim to produce able graduates as they inform and assess professional education curricula.

Informing Manager of Volunteer Resources education programs

To be successful, a Manager of Volunteer Resources education program needs to prepare students for employment in today's nonprofit organizations. It must also be anticipatory in nature, training students for emerging needs and trends within the sector. There are a number of resources that curriculum developers can use to inform Manager of Volunteer Resources professional education programs. The *Occupational Standards for Managers of Volunteer Resources* is one of these resources.

The Occupational Standards were developed for the sector and by the sector using the **DACUM (Developing A CurricuM)** approach. The core philosophy of the DACUM approach is that the most effective way to identify the skills, knowledge and abilities required for a job is to consult with those who perform the job on a daily basis. Involving a cross-section of the Managers of Volunteer Resources workforce in the development process helps ensure that the *Occupational Standards for Managers of Volunteer Resources* are pan-Canadian in nature rather than reflective of a single province, purpose, creed or philanthropic approach. As a result, the *Occupational Standards for Managers of Volunteer Resources* identifies the skills, knowledge and abilities that are necessary to those in the role Managers of Volunteer Resources, enabling curriculum developers to design programs around the skills that are deemed essential by current nonprofit employers.

How to use the Occupational Standards to inform education programs

The Occupational Standards are a sector-created depiction of the current Manager of Volunteer Resources profession. There are a number of ways in which the Occupational Standards may be used as a resource by curriculum developers and faculty throughout the program development process, such as:

- The Occupational Standards can serve as one of many reference documents used by curriculum developers and faculty to develop learning goals, learning objectives and program evaluation tools.
- Following the initial development or revision of a training program, it can be evaluated using the Occupational Standards to determine if all skills, knowledge and abilities required of capable Managers of Volunteer Resources are being addressed in the program.
- If a curriculum developer or faculty member is responsible for developing a course for a particular subject area, he or she may review the relevant Tasks and Sub-Tasks within the Occupational Standards to identify the skills, knowledge and abilities required for this subject area.
- When engaging an expert/consultant to develop in-house programs, training sessions or resources (e.g., individual courses), a nonprofit organization may use the Occupational Standards to inform the expert/consultant of the minimum skills, knowledge and abilities that should be included in the programs or resources.

Assessing Manager of Volunteer Resources education programs

There are a number of public and private educational institutions across Canada that offer post-secondary programs directed at professions in the nonprofit sector and some of these provide programs designed specifically for volunteer management training. The content and curriculum focus as well as the requirements for each program will differ from institution to institution. Regardless of differences, all successful professional education programs must prepare students for effective employment within the sector. The *Occupational Standards for Managers of Volunteer Resources* can be considered a useful resource for assessing volunteer management programs as it ensures the curricula is reflective of the skills, knowledge and abilities expected from those in the profession.

How to use the Occupational Standards when assessing education programs

The following are a number of ways in which the Occupational Standards can be used when assessing program curricula:

- When a post-secondary institution is conducting their scheduled full program review, the Occupational Standards can be referenced during the review process to ensure that the program covers all Tasks and Sub-Tasks identified in the standards, particularly those areas which are new or emergent in the sector. *The Occupational Standards for Managers of Volunteer Resources* can serve as a benchmark for the current practice which the professional program strives to meet and exceed.
- Following the development of curricula for an individual course or professional development resources, the Occupational Standards can be used for review and evaluation. For example, curriculum developers can first identify which components of the Occupational Standards are relevant to their program goals. Next, they can compare the skills, knowledge and abilities contained in the relevant sections of the Occupational Standards with their curricula to determine if they have met or exceeded the required skills, knowledge and abilities for the Sub-Tasks within their curricula.

Use 4 Assisting with the professional certification process

The HR Council should leverage their partner organization, the Canadian Administrators of Volunteer Resources, to include the *Occupational Standards for Managers of Volunteer Resources* in the criteria for professional certification and recertification of its members. Currently, the process of CAVR certification takes into account work experience and leadership, professional development and knowledge demonstrated in the form of submitted papers. However, the process does not include an objective assessment of the potential member's performance as a Manager of Volunteer Resources against an Occupational Standard. It is recommended that the Occupational Standards be used to inform the creation of the testing material that potential applicants must submit as part of the certification process. Not only will this assure high levels of professional competency among CAVR members, it also will motivate members applying for recertification to pursue professional development to better equip themselves for their occupation.

Use 5 Identifying ongoing professional development needs using the occupational standards

The *Occupational Standards for Managers of Volunteer Resources* provides a thorough and objective description of the abilities of a Manager of Volunteer Resources. The Occupational Standards can be used not only as a tool to appraise an individual's performance, but it can also be used to identify professional development needs for the improvement of the individual's ability.

Both new and established employees can benefit from professional development. Additional education and training helps fill gaps in knowledge or experience in the employee's professional background. The skills gap exists between the knowledge and skills of an employee and the objectives of the organization or the responsibilities of his or her position. This discrepancy is often unique to the individual's situation, and the gap can range from computer competency to time management and beyond, limited only by the scope of the specific position. Therefore, Managers of Volunteer Resources that are involved in training and development programs are more prepared to be effective in their respective positions.

The following is one method that can be used to identify ongoing professional development needs using the *Occupational Standards for Managers of Volunteer Resources*:

- Conduct a performance appraisal
- Identify professional development opportunities
- Create a professional development plan
- Evaluate the success of the professional development plan

Step 1: Conduct a performance appraisal

Before performance development needs can be identified, it can be beneficial to complete a performance appraisal of the Manager of Volunteer Resources' skills, knowledge and abilities in the sub-tasks required for the job. This appraisal can be formal in nature, in which the appraisal is conducted by a supervisor

and the Manager of Volunteer Resources. Where the person is assessing their own professional development needs, a simple scale can be used to assess how confident or capable the individual feels in performing each Sub-task.

An example of the scale could be:

Scale	1	2	3	4	5
	None	Novice	Functional	Competent	Mastery
Performance Based Criteria	Employee has no experience in this area	Employee is developing skills and knowledge for this area	Employee can perform this area with some support	Employee works independently in this area with initiative and adapts to special situations	Employee demonstrates this area well enough to mentor others

Regardless of how the performance appraisal is conducted, the result will be a performance appraisal of applicable Sub-Tasks. The Sub-Tasks for which the Manager of Volunteer Resources has received high performance ratings are not likely to be identified as areas requiring professional development. However, Sub-Tasks for which the Manager of Volunteer Resources' performance is assessed at a lower level generally indicate areas requiring professional development.

Once professional development needs have been identified, the Required Skills and Abilities and Required Core Knowledge in the *Occupational Standards for Managers of Volunteer Resources* can be reviewed to determine if there are particular underpinning skills, abilities and knowledge that could be developed in order to support and improve performance.

Step 2: Identify professional development opportunities

Once the Sub-Tasks requiring additional professional development have been identified, the individual Manager of Volunteer Resources is in a position to consider ways to fulfill these development needs. There are a number of development opportunities and resources available to Managers of Volunteer Resources. Methods commonly used by nonprofit organizations to improve an individual's knowledge and skills may include:

- Communities of practice (i.e., interaction and learning of a professional group that leads to shared knowledge)
- Maintaining critical incident notes
- Mentoring and coaching (i.e., obtaining knowledge and guidance from an experienced, skilled and knowledgeable colleague)
- One-the-job experience (e.g., assisting with the performance of tasks with which one is less familiar to develop the necessary skills)
- Professional association certification and membership
- Self-directed learning, such as reading professional journals and periodicals
- Volunteering
- Workshops, training courses, conferences, and related post-secondary courses

Step 3: Create a professional development plan

Once an individual Manager of Volunteer Resources' professional development needs and opportunities for improvement have been identified, a customized professional development plan can be created. It is important that the goals are SMART (Specific, Measurable, Attainable, Realistic, and Timely). A professional development plan may include the following activities:

- Identify Sub-Task requiring improvement: Use the actual Sub-Task reference to clearly specify the purpose of professional development.

- Define professional development activity: Specify the activities that need to be completed to develop the skills and knowledge required for improved performance and knowledge of the Sub-Task.
- Confirm required resources: Consider the resources (i.e., time and money) that are required to complete the professional development activity
- Set timeline: Set a realistic timeline to complete the identified professional development activities
- Conduct evaluation: Following the completion of the professional development activities outlined in the plan, the Manager of Volunteer Resources can evaluate or measure the success and outcomes of the activity

Step 4: Evaluate the success of the professional development plan

The final step involved in the process of identifying and meeting professional development needs is a self-evaluation of the completed plan. In other words, the Manager of Volunteer Resources reflects on the professional development activities that have been performed and determines if these activities have had a positive impact on their skills and knowledge development and on the overall performance of the identified Sub-Task. This period of reflective evaluation also aids in the identification of activities that work best for the individual Manager of Volunteer Resources' learning style and, therefore, fosters the most positive results. The goal of this process is to motivate the employee to succeed.

Use 6 Managing succession plans

The work of a nonprofit organization could be severely impacted by a vacancy in an important position like that of Manager of Volunteer Resources. Not only would the organization be losing an employee, it would also be losing that employee's knowledge of the position along with his or her accumulated contacts, networks and experience. The loss of this knowledge means that the next person chosen to fill that role must build his or her community reputation from scratch.

This problem can be resolved by the creation of a succession plan, which would outline the organization's plan for a temporary or permanent, planned or unplanned vacancy. Such a plan ensures that there are adequately-trained employees elsewhere in the organization who are able to fill the vacant role, if needed. In the instance of a planned vacancy, the outgoing employee can train the successor in their specialized knowledge. In an emergency vacancy, the successor will occupy the new role immediately, either until a permanent replacement can be found or on a more permanent basis. While acknowledging many nonprofit organizations are so small that internal succession planning may not be relevant, there are still many organizations that may benefit from having succession plans in place.

Whether preparing for an emergency situation or the departure of a longstanding employee, succession plans are an important aid in a time of organizational instability. Since the *Occupational Standards for Managers of Volunteer Resources* categorizes the essential skills necessary to a Manager of Volunteer Resources, the document can be an excellent resource in the creation of a succession plan. It can help an organization to identify a viable internal successor for the position who best meets the requirements of the Occupational Standards. If and when the individual is called upon to assume the role of Manager of Volunteer Resources, this will ensure that he or she has the essential skills necessary to maintaining the organization's objectives during a time of transition. A succession plan can be made to secure the position of Manager of Volunteer Resources, but it can also be used to evaluate the current Manager of Volunteer Resources' ability to assume a similar role or one at a higher level.

The following illustrates one method in which the *Occupational Standards for Managers of Volunteer Resources* can be used to manage succession plans:

- Identify organizational needs
- Assess current employees
- Identify a successor
- Create a professional development plan
- Evaluate the successor's progress

Step 1: Identify organizational needs

A period of change is an opportune time to evaluate an organization's future objectives. When anticipating a change in leadership, the supervisor or board of directors is able to focus on the most important needs of the organization and to assess its future direction. From this conceptual basis, a strategic plan for the organization can be created. It is from this framework that the supervisor or board of directors can make decisions about the best internal candidates for succession.

Step 2: Assess current employees

In anticipation of a vacancy, the supervisor or board of directors can use the Occupational Standards for Managers of Volunteer Resources to assess and compare the skills, knowledge and abilities of staff members in the context of the organization's future needs. Because the candidates in competition typically come from inside the organization, the supervisor or board of directors may have first-hand knowledge about the candidates and their performance appraisals to draw upon during this process.

Step 3: Identify a successor

The supervisor or board of directors can identify current employees who could effectively fulfill the role of Manager of Volunteer Resources based on an objective analysis of the candidate against the Occupational Standards. A formal interview process could be held with internal candidates to narrow down the options, or the supervisor or board of directors could simply approach a particular individual whom they believe to be the best candidate. Whichever method, the candidate will be chosen based on the best match with the Occupational Standards for Managers of Volunteer Resources. When the best possible candidate is identified, he or she must be approached for compliance with the succession plan.

Step 4: Create a professional development plan

Once a candidate has committed to the succession plan, it is important to formulate an individualized professional development plan with the candidate in order to prime him or her for a future position. The areas of professional development can be determined by conducting a performance appraisal based on the Occupational Standards for Managers of Volunteer Resources. The identified areas that need improvement can point towards the supplementary training that would be most beneficial. The supervisor or board of directors can help the individual select and set up a personalized professional development plan that maps out timely training goals to prepare the individual for the role of Manager of Volunteer Resources.

Step 5: Evaluate the successor's progress

Having a succession plan is a step towards emergency readiness, but the succession plan must be adjusted according to changes within the organization in order to keep the plan useful and up-to-date. The supervisor or board of directors must also evaluate the successor's progress periodically to ensure that professional development goals are being met in preparation for the role of Manager of Volunteer Resources.

Use 7 Improving community relations

The *Occupational Standards for Managers of Volunteer Resources* is a national paradigm that can be used to evaluate the success of a Manager of Volunteer Resources. Because it is pan-Canadian and sector-approved, the use of the Occupational Standards will also lend credibility to the organization and bolster public confidence in the transparency and competency of its employees. This positive exposure can lead to an improved relationship of trust with the public, employees and the nonprofit community in general. The following are several ways in which the Occupational Standards improves community relations:

- Compliance with national standards
- Fair work environment
- Measurable success
- Organizational capacity

Compliance with National Standards

In a time where the public trust of nonprofit officials is waning, an adherence to the Occupational Standards could be a great advantage to an organization emphasizing transparency. If the public has access to this document, it becomes apparent that the organization is committed to keeping its employees accountable to a national set of standards. The *Occupational Standards for Managers of Volunteer Resources* also promotes the perception of legal and safe work practices. Being able to refer to these standards during possible Human Resources disputes can lead to an improved relationship of trust with the nonprofit community and general public.

Fair Work Environment

A nonprofit organization can gain the respect of the general public by promoting a fair work environment for its employees, who represent the organization within the community. The *Occupational Standards for Managers of Volunteer Resources* sets clear expectations and defines boundaries between other staff positions. This helps the employee to focus on their responsibilities in a way that complements those of other staff members and makes him or her more effective. When a Manager of Volunteer Resources is effective in his or her role, it results in a well-managed group of volunteers, which presents a positive image of the organization to the public.

Measurable Success

In recent years, public scrutiny and expectations have increased the pressure for nonprofit organizations to demonstrate success, which can be measured using the *Occupational Standards for Managers of Volunteer Resources*. The process of conducting performance appraisals requires the supervisor or board of directors to evaluate current employees against the national standards and discrepancies arising from this procedure are addressed in the next performance evaluation. When presented to stakeholders, the measured progress of employee evaluations contributes to a positive image of the organization.

Organizational Capacity

A Manager of Volunteer Resources hired and trained according to the Occupational Standards is better prepared to perform well in his or her profession than those who are not held to national standards. Effective performance appraisals will motivate and guide this employee toward the organization's objectives. When sharing in the nonprofit's vision, the Manager of Volunteer Resources' utilization of volunteer resources becomes focused on achieving organizational goals, which is a tremendous asset to the nonprofit. With the right training and motivation in place, the Manager of Volunteer Resources is prepared to work towards the objective of reaching organizational capacity.

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TCG specializes in competency training and assessment, using the DACUM model, as well as human resource development and consulting.

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