

COMPETENCIES FOR MANAGERS OF VOLUNTEERS

Novice to Expert Continuum

MANAGING SELF:
TRAITS AND CORE COMPETENCIES

MANAGING PEOPLE:
SUPERVISION & HUMAN RESOURCES

MANAGING PROJECT & PROGRAMS:
MANAGEMENT & OPERATIONS

LEADING ORGANIZATIONS:
LEADERSHIP

Developed by
The Maine Commission for Community Service
38 State House Station, Augusta, ME 04330
www.MaineServiceCommission.gov

Muskie School of Public Service, University of Southern Maine
45 Commerce Drive, Suite 11, Augusta, ME 04330
www.muskie.usm.maine.edu



Volunteer Management Competencies: Novice to Expert Continuum

A. SUPERVISION & HUMAN RESOURCES

Topic	A. 1. Identify Need for Volunteers
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know agency’s priorities and plans <input type="checkbox"/> Know customer/client needs <input type="checkbox"/> Know how volunteers will add value
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Translate agency priorities and needs into goals/objectives for volunteers <input type="checkbox"/> Design activities for volunteers to meet customer/client needs <input type="checkbox"/> Create volunteer work plan
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Adjust activities to maintain alignment with agency priorities <input type="checkbox"/> Refine volunteer activities to reflect changing customer/client needs <input type="checkbox"/> Adapt the volunteer work plan to reflect the skills and knowledge of individual volunteers
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the context of the agency priorities and plans within the larger community <input type="checkbox"/> Articulate the role of agency/members in addressing customer/client needs <input type="checkbox"/> Think strategically about leveraging volunteer assets to benefit community and to create sustainability

Volunteer Management Competencies: Novice to Expert Continuum

A. SUPERVISION AND HUMAN RESOURCES

Topic	A. 2. Recruit volunteers
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know what the volunteer is going to do (activities) <input type="checkbox"/> Able to create coherent statement of agency priorities/policies and client/customer needs <input type="checkbox"/> Identify appropriate sources of volunteers
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Create a position description <input type="checkbox"/> Write a customized advertisement that attracts potential applicants <input type="checkbox"/> Identify and uses appropriate channels for outreach
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Able to ‘sell’ the position to applicants <input type="checkbox"/> Willing to adapt expectations to balance agency plans/client needs to strengths of the individual applicants <input type="checkbox"/> Analyze effectiveness of recruiting strategies and make appropriate changes
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize the strengths of applicants and refer to other programs when relevant <input type="checkbox"/> Use expanded networks to make connections outside of traditional channels

Volunteer Management Competencies: Novice to Expert Continuum

A. SUPERVISION AND HUMAN RESOURCES

Topic	A. 3. Select and place volunteers
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Create an application form <input type="checkbox"/> Able to identify relevant competency-based screening questions <input type="checkbox"/> Able to distinguish between required and preferred qualifications and skills
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a protocol for screening that includes application, interview, background checks, and other tools <input type="checkbox"/> Design a scoring mechanism for assessing applications <input type="checkbox"/> Assess applications and interviews with both quantitative and qualitative data
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Match skill sets with position descriptions and/or placement site <input type="checkbox"/> Negotiate agreement with volunteer regarding positions descriptions/expectation and placement <input type="checkbox"/> Include all relevant people in the decision-making process <input type="checkbox"/> Develop a decision-making protocol for assigning and placing volunteers
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the motivations of volunteers (demographics, life stages, age etc.) <input type="checkbox"/> Match motivations of volunteers to requirements of placement site <input type="checkbox"/> Articulate reasons for selection or not of volunteers based on selection criteria

Volunteer Management Competencies: Novice to Expert Continuum

A. SUPERVISION AND HUMAN RESOURCES

Topic	A. 4. Orient volunteers and staff
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide initial orientation for volunteer and staff to activities and work plan <input type="checkbox"/> Provide orientation to worksite, including formal and informal networks and structures <input type="checkbox"/> Introduce relevant policies and procedures <input type="checkbox"/> Explain organizational lines of reporting and authority
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop volunteer handbook <input type="checkbox"/> Develop orientation checklist <input type="checkbox"/> Develop packet of materials from sites <input type="checkbox"/> Involve site supervisor in orientation
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gather feedback from volunteers and sites regarding adequacy and relevance of orientation <input type="checkbox"/> Analyze feedback <input type="checkbox"/> Provide training for site supervisors on volunteer management
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Adapt orientation materials to reflect feedback <input type="checkbox"/> Maintain ongoing relationship with site supervisor to discuss mutual expectations, problems, and performance

Volunteer Management Competencies: Novice to Expert Continuum

A. SUPERVISION AND HUMAN RESOURCES

Topic	A. 5. Develop performance measurement system
Skill Level	Indicators
<p style="text-align: center;"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<p><i>For the person:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Create a performance appraisal form <input type="checkbox"/> Create and use a timesheet for tracking hours <p><i>For the work:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Create a tracking tool to measure activities <input type="checkbox"/> Learn and apply principles of youth/adult learning and development
<p style="text-align: center;"><i>“Intermediate”</i> Apply skills and knowledge</p>	<p><i>For the person:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Collect data on a regular basis regarding the personal performance of the volunteer <p><i>For the work:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Collect data on a regular basis regarding activities and the work plan
<p style="text-align: center;"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<p><i>For the person:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Analyze the performance data of the volunteer <input type="checkbox"/> Develop member development plan that incorporates interests of the volunteer and the priorities of the organization <input type="checkbox"/> Provide opportunities for a variety of experiences and assignments <p><i>For the work:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Analyze the data from volunteer activities <input type="checkbox"/> Look for trends and patterns that reflect the continuous improvement of the work
<p style="text-align: center;"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<p><i>For the person:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Adapt activities of the volunteer to reflect the skills and motivation of the volunteer <p><i>For the work:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Align the value added by volunteer to agency goals, mission and vision

Volunteer Management Competencies: Novice to Expert Continuum

A. SUPERVISION AND HUMAN RESOURCES

Topic	A. 6. Assess and provide feedback on performance
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Knowledge of basic supervisory principles (e.g. Communication, setting clear expectations, listening skills, coaching skills, goal setting, providing feedback) <input type="checkbox"/> Identify and articulate performance expectations <input type="checkbox"/> Understand the concept of progressive discipline and grievance procedures
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Communicate regularly with volunteers <input type="checkbox"/> Assess performance and personal skills and work products <input type="checkbox"/> Provide positive and negative feedback based on performance expectations <input type="checkbox"/> Develop corrective action plan if necessary, based on progressive discipline procedure <input type="checkbox"/> Provide written evaluation for records
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Analyze results of performance assessment <input type="checkbox"/> Create individual training and development plan that reflects the goals and values of both volunteer and agency <input type="checkbox"/> Manage and resolve conflicts
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Anticipate potential problems or opportunities for volunteers and sites <input type="checkbox"/> Identify potential volunteers for different assignments <input type="checkbox"/> Articulate impact and value of the individual’s contribution to the work of the agency, the community and the individual <input type="checkbox"/> Responsible for human resources decisions (e.g. hiring, leave requests, terminating)

Volunteer Management Competencies: Novice to Expert Continuum

A. SUPERVISION AND HUMAN RESOURCES

Topic	A. 7. Recognize, reward, and retain volunteers
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know a range of methods, tools, tangible rewards for recognizing the work of volunteers <input type="checkbox"/> Ensure that volunteers are kept informed of the work of the agency <input type="checkbox"/> Provide frequent formal and informal recognition for work of volunteers <input type="checkbox"/> Understand the roles and relationships of volunteers and staff
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain communication with volunteer and staff regarding assignment and personal satisfaction <input type="checkbox"/> Establish an ongoing feedback loop where specific information is shared in an open, informal setting
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Adapt the workplan based on feedback from volunteer, the supervisor, and the agency <input type="checkbox"/> Adjust the reward and recognition to reflect the motivation of the volunteer <input type="checkbox"/> Reflect the values and culture of the sponsoring agency in any recognition and reward plan
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and adjust the work of volunteers to reflect their changing motivations of volunteer and the evolving needs of the agency. <input type="checkbox"/> Manage the mutual responsibilities and expectations of both volunteers and staff.

Volunteer Management Competencies: Novice to Expert Continuum

B. MANAGEMENT AND OPERATIONS

Topic	B. 1. Manage or oversee projects
Skill Level	Indicators
<p style="text-align: center;"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Follow an established protocol for a project <input type="checkbox"/> Conduct a project <input type="checkbox"/> Document outcomes using a template <input type="checkbox"/> Count the outputs
<p style="text-align: center;"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Identify need for project <input type="checkbox"/> Develop relevant activities or interventions to meet the need <input type="checkbox"/> Plan, design, and conduct a project <input type="checkbox"/> Create objectives and measures to gauge the success of the project
<p style="text-align: center;"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Analyze processes and outcomes <input type="checkbox"/> Adjust project or program activities as a result of analysis <input type="checkbox"/> Undertake new projects or activities to reflect learning from project evaluation
<p style="text-align: center;"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Align activities and projects with agency mission and goals <input type="checkbox"/> Leverage activities and projects to strengthen the sponsoring organization <input type="checkbox"/> Disseminate information about project results to intern and external stakeholders <input type="checkbox"/> Replicate and adapt project to new settings

Volunteer Management Competencies: Novice to Expert Continuum

B. MANAGEMENT AND OPERATIONS

Topic	B. 2. Develop and manage financial processes
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand laws regulating nonprofit financial management <input type="checkbox"/> Monitor expenditures against a program specific budget <input type="checkbox"/> Know the financial sources of program support <input type="checkbox"/> Understand In Kind Contributions <input type="checkbox"/> Document reporting and tracking of expenditures
<p align="center"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Apply laws regulating nonprofit financial management <input type="checkbox"/> Develop a rudimentary budget by connecting program goals and activities to anticipated expenses <input type="checkbox"/> Know essential cost elements of program operations
<p align="center"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Analyze trends of budget and expenditures <input type="checkbox"/> Adapt spending patterns to reflect budgetary realities <input type="checkbox"/> Identify and obtain alternate sources of funding <input type="checkbox"/> Develop a comprehensive budget in compliance with federal, state, or private grant guidelines
<p align="center"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Advocate for adequate funding to support continued viability of volunteer management program <input type="checkbox"/> Justify the value added of the volunteer program in terms of the expenditure required to maintain a quality program <input type="checkbox"/> Pursue financial sustainability

Volunteer Management Competencies: Novice to Expert Continuum

B/ MANAGEMENT AND OPERATIONS

Topic	B. 3. Manage technology
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<input type="checkbox"/> Facility with basic computer technology (e.g. word processing, spreadsheet, database, email and internet) <input type="checkbox"/> Capable of record keeping for volunteer management
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<input type="checkbox"/> Use technology to document volunteer activities such as training, service delivery and monitoring (e.g. web based reporting systems, eGrants, volunteer management software)
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<input type="checkbox"/> Analyze trends resulting from data collected using computer software and web based tools <input type="checkbox"/> Adapt computer tools and applications to meet needs of the program
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<input type="checkbox"/> Identify, obtain and apply appropriate technology to manage volunteers and the program

Volunteer Management Competencies: Novice to Expert Continuum

B. MANAGEMENT AND OPERATIONS

Topic	B. 4. Manage risk
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand laws regarding volunteer liability <input type="checkbox"/> Identify existing risk management policies in agency, program, and placement site <input type="checkbox"/> Understand key elements of risk management (avoidance, prevention, reduction, and control) <input type="checkbox"/> Implement process of risk assessment
<p align="center"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Assess for consistency the risk management policies of agency, program, and placement site <input type="checkbox"/> Assess adequacy of insurance products (workers compensation, health insurance, general liability and vehicle insurance) <input type="checkbox"/> Anticipate potential risks for program, volunteers, and beneficiaries <input type="checkbox"/> Ensure that volunteers have adequate protection against potential risks
<p align="center"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a crisis management plan that reflects a trend analysis of reasonable risks associated with the program and the volunteers <input type="checkbox"/> Analyze the gaps in coverage and likelihood of occurrence of potential risks of managing a volunteer program
<p align="center"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Implement a crisis management plan <input type="checkbox"/> Adapt and align risk management policies and procedures between the program/project and the agency <input type="checkbox"/> Advocate for supporting the risk management planning and implementation in the agency

Volunteer Management Competencies: Novice to Expert Continuum

B. MANAGEMENT AND OPERATIONS

Topic	B. 5. Develop & maintain record keeping & documentation system
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Use a record keeping system that documents activities and progress towards goals <input type="checkbox"/> Compile data in response to program requirements
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand a performance measurement system for assessing program results <input type="checkbox"/> Understand the relationship between maintaining sufficient documentation and managing risk
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the logic model as a tool for managing program activities and linking to program outcomes <input type="checkbox"/> Analyze the validity of program activities <input type="checkbox"/> Develop a cost effective and comprehensive documentation system that facilitates compliance and provides meaningful results
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Design program evaluation based on desired outcomes of the program <input type="checkbox"/> Adapt program design to reflect outcomes of performance measurement data and program evaluation <input type="checkbox"/> Articulate and communicate benefits of program activities to internal and external stakeholders

Volunteer Management Competencies: Novice to Expert Continuum

B. MANAGEMENT AND OPERATIONS

Topic	B. 6. Manage quality
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Comply with requirements imposed by agency and professional standards <input type="checkbox"/> Recognize qualitative and quantitative data that provides valuable information about program value <input type="checkbox"/> Understand vocabulary and tools for quality management (e.g. TQM Total Quality Management, and Continuous Quality Improvement)
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Describe the process for gathering data and assessing outcomes <input type="checkbox"/> Recognize the components of quality service (i.e. Is the service responsive to community need? Do key stakeholders value it? Is it consistently delivered? Does it go beyond minimum standards?)
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Identify cause and effect relationships in processes related to managing operations <input type="checkbox"/> Analyze results to identify where change needs to be made or to build on success
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Adapt processes or operating procedures to reflect the results of the analysis <input type="checkbox"/> Align and adapt processes to ensure that quality criteria are met or exceeded

Volunteer Management Competencies: Novice to Expert Continuum

B. MANAGEMENT AND OPERATIONS

Topic	B. 7. Develop and revise policies, processes, and procedures
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know current policies, processes, and procedures for the program, agency and placement site <input type="checkbox"/> Identify sources of information for samples or templates for policies, processes, and procedures
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop relevant policies, processes, and procedures to reflect volunteer and program activities <input type="checkbox"/> Develop policies, processes, and procedures that incorporate the changing profile of the volunteer pool (i.e. Baby Boomers, persons with disabilities)
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Analyze policies, processes, and procedures to meet the standard of best practices in the field of volunteer management
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that policies, processes, and procedures of the volunteer management program are aligned with those of the program, agency and placement site.

Volunteer Management Competencies: Novice to Expert Continuum

C. LEADERSHIP

Topic	C. 1. Articulate & commit to the organization's vision; connect vision to goals
Skill Level	Indicators
<p><i>"Novice"</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know how the project contributes to the vision and goals of the agency <input type="checkbox"/> Aware of the community, political and cultural context of the project <input type="checkbox"/> Hold a perspective about the larger vision of the agency's view of the future <input type="checkbox"/> Know the elements of strategic planning
<p><i>"Intermediate"</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate the priorities of the agency into the work of the project <input type="checkbox"/> Create and implement the work within the context of the agency vision <input type="checkbox"/> Incorporate principles of cultural diversity into planning and operations.
<p><i>"Advanced"</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize and marshal resources required for project success <input type="checkbox"/> Anticipate obstacles to project success <input type="checkbox"/> Adapt the project to reflect changing goals within the organization's vision
<p><i>"Expert"</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the context of the agency within the larger community <input type="checkbox"/> Articulate the role of the agency in addressing community needs <input type="checkbox"/> Think strategically about leveraging assets to benefit community and to create sustainability <input type="checkbox"/> Advocate for the project or agency in various community settings

Volunteer Management Competencies: Novice to Expert Continuum

C. LEADERSHIP

Topic	C. 2. Partner, collaborate, work with others & facilitate work groups
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know the principles of group dynamics <input type="checkbox"/> Understand the principles of adult learning <input type="checkbox"/> Know the basics of meeting management
<p align="center"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Take responsibility and follow through with requests, promises, opportunities <input type="checkbox"/> Run groups, teams, and meetings <input type="checkbox"/> Participate as a resource in working with others <input type="checkbox"/> Share leadership and resources
<p align="center"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a network of peers in the community <input type="checkbox"/> Participate in ad hoc and formal coalitions <input type="checkbox"/> Play a leadership role in community-based work groups
<p align="center"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Make presentations and conduct training at meetings and conferences <input type="checkbox"/> Establish strategic alliances within the larger community <input type="checkbox"/> Demonstrate leadership within the field of nonprofit management <input type="checkbox"/> Use appropriate political processes to accomplish project or agency goals

Volunteer Management Competencies: Novice to Expert Continuum

C. LEADERSHIP

Topic	C. 3. Empower others
Skill Level	Indicators
<p><i>“Novice”</i> Structure of Knowledge Base</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize the difference between empowering and abdicating power <input type="checkbox"/> Provide coaching and support while holding others responsible for results <input type="checkbox"/> Able to assert personal experience and point of view <input type="checkbox"/> Know the definitions and implications of disability and cultural competency
<p><i>“Intermediate”</i> Fluency of Performance</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Value the assets and perspective of community members <input type="checkbox"/> Articulate mutual expectations of project or goal <input type="checkbox"/> Build relationship with other people <input type="checkbox"/> Create an inclusive project environment for people with disabilities that reflects cultural competency
<p><i>“Advanced”</i> Independence of Performance (PDSA) (Plan, Do, Study, Adapt)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Analyze goals and objectives in collaboration with community partners <input type="checkbox"/> Demonstrate flexibility in ability to adjust and meet multiple needs and priorities <input type="checkbox"/> Acknowledge and incorporate assets of others <input type="checkbox"/> Provide reasonable accommodations for those with disabilities <input type="checkbox"/> Adapt projects to incorporate cultural diversity and people with disabilities
<p><i>“Expert”</i> Range of Conditions (Context)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Open to working in collaboration with others <input type="checkbox"/> Build coalitions and partnerships based on knowledge and experience within the community <input type="checkbox"/> Articulate the value of working with others for mutual community benefit <input type="checkbox"/> Actively engage people from different cultures and those with disabilities in volunteer work and community service

Volunteer Management Competencies: Novice to Expert Continuum

C. LEADERSHIP

Topic	C. 4. Convert Needs into Objectives and Action Plans
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know basic principles of logic models for measuring outcomes <input type="checkbox"/> Know how to develop performance measures
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a work plan (e.g. activity, how accomplished, time line, who’s responsible) <input type="checkbox"/> Identify indicators and create instruments to provide relevant process and outcome data <input type="checkbox"/> Implements the program objectives and action plans
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Collect, aggregate, and analyze the data <input type="checkbox"/> Adjust objectives, action plans, and processes to reflect the results of data analysis <input type="checkbox"/> Implement revised program based on data analysis
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Articulate connections, opportunities, and advantages for internal and external partners and program participants.

Volunteer Management Competencies: Novice to Expert Continuum

C. LEADERSHIP

Topic	C. 5. Learn, apply, and model the professional principles of volunteer management
Skill Level	Indicators
<p><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Able to identify professional strengths and weaknesses <input type="checkbox"/> Able to develop a self improvement plan <input type="checkbox"/> Know the formal organizational structure for volunteer management
<p><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> Participate in relevant professional development in formal and non-formal educational settings <input type="checkbox"/> Incorporate changes resulting from educational programs into volunteer management practices <input type="checkbox"/> Access resources related to volunteer management practices
<p><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize the value of role of volunteer manager <input type="checkbox"/> Develop a professional network and participate with others in promoting the field <input type="checkbox"/> Share best practices developed resulting from experience <input type="checkbox"/> Seek professional credentials that acknowledge their work as Managers of Volunteers
<p><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate conceptual knowledge of the role of volunteer management within the nonprofit world <input type="checkbox"/> Articulate the importance of the profession of volunteer manager to the agency and the community <input type="checkbox"/> Mentor other Managers of Volunteers <input type="checkbox"/> Advocate for the advancement of the field of volunteer management