

Position Profiles for the Profession - CAVR

Position Characteristics	Level 3	Level 2	Level 1
Common Titles	Director of Volunteer Services Executive Director Volunteer Management Consultant, Regional Director, Volunteer Resources, National Director, Volunteer Resources	Manager, Volunteer Resources, Manager, Volunteer Services Manager, Volunteer Development	Administrator of Volunteer Resources, Co-ordinator of Volunteer Resources
Purpose	Provides leadership for several departments or functions	Manages the volunteer department for the organization	Manages volunteer resources and develops the volunteer program for the organization
Planning	Directs strategic planning, organizational and policy development for the organization	Develops plans and strategies for the development and expansion of the volunteer resource base and volunteer opportunities within the organization	Develops plans for the development of the volunteer resource base and volunteer opportunities within the organization.
Needs Assessment	Directs a proactive needs assessment process involving volunteers, clients, and referral agencies. Acts as internal consultant to senior management and the board on matters pertaining to volunteerism.	Manages a proactive needs assessment process involving volunteers, clients, and referral agencies. Acts as an internal consultant to departments. Develops consultative processes with clients for prioritizing needs.	Conducts needs assessment and prioritization involving volunteers, clients, and referral agencies. Acts as an internal consultant within the organization.

<p>Program Development/Job Design</p>	<p>Directs the development of the volunteer program. Develops organizational infrastructure to adequately support the volunteer program.</p>	<p>Develops the volunteer program programs to meet assessed needs of volunteers, clients and referral agencies including such things as: for volunteers - careers paths, job sharing, episodic volunteer opportunities, virtual volunteering opportunities, and family volunteering opportunities for client departments - volunteer training programs, and for referral agencies, partnership agreements. Determines staffing mix and develops staff position descriptions.</p>	<p>Develops the volunteer program programs to meet assessed needs of volunteers, clients and referral agencies including such things as: for volunteers - careers paths, job sharing, episodic volunteer opportunities, virtual volunteering opportunities, and family volunteering opportunities for client departments - volunteer training programs, and for referral agencies, partnership agreements.</p>
<p>Recruitment</p>	<p>Directs volunteer recruitment initiatives in Volunteer Services.</p>	<p>Develops the overall recruitment strategy, identifies the general and targeted recruitment initiatives to be implemented by departmental staff. Assess results and identifies new strategies.</p>	<p>Develops the overall recruitment strategy , Identifies the general and targeted recruitment initiatives to be implemented by departmental staff.</p>
<p>Interviewing/Screening</p>	<p>Directs screening activities, ensuring that screening policies meet professional standards of practice.</p>	<p>Develops screening procedures. Interviews and screens volunteers.</p>	<p>Develops screening procedures. Interviews and screens volunteers.</p>

Placement & Scheduling	Develops outcome-based departmental standards with respect to placement and scheduling of volunteers.	Consults with user department to develop departmental standards with respect to placement and scheduling of volunteers. Places volunteers, ensuring an effective match. Schedules volunteers.	Places volunteers, ensuring an effective match. Schedules volunteers.
Orientation	Provides information to the board and senior staff of the organization about the volunteer program, its impact and requirements for support.	Develops and implements orientation programs for volunteers and for staff working with volunteers.	Develops and implements orientation programs for volunteers and for staff working with volunteers.
Training	Develops advanced training programs in specialized areas such as volunteer/staff relations. Trains staff within scope of responsibility.	In collaboration with client departments, develops and co-ordinates the delivery of specialized training programs for volunteers. Trains staff within the volunteer department.	In collaboration with client departments, develops and co-ordinates the delivery of specialized training programs for volunteers.
Evaluation	Determines overall evaluation strategy for the organization and oversees ongoing evaluation activities within scope of responsibility.	Evaluates the success of the Volunteer Program in relation to planned outcomes and impact assessment.	Evaluates the success of the Volunteer Program in relation to planned outcomes and impact assessment

Recognition	Determines formal and informal recognition strategies. Directs Recognition Program within approved budget.	Develops formal recognition programs for volunteers, client departments, referral agencies, and corporate partners. Ensures that volunteers receive informal recognition by encouraging client departments and providing ideas.	Develops formal recognition programs for volunteers, client departments, referral agencies, and corporate partners. Ensures that volunteers receive informal recognition by encouraging client departments and providing ideas.
Policy/Procedure Development	Develops an Organizational Philosophy of Volunteer Involvement. Directs the development of a comprehensive set of policies, procedures, and standards within scope of responsibility. Develops policies, procedures and standards for board, direct service, and partnership volunteers.	Develops policies, procedures and standards within scope of responsibility.	Participates in the development of policies, procedures and standards.
Advocacy	Advocates for volunteerism within scope of responsibility.	Advocates for volunteerism within the organization.	Advocacy for volunteers.
Education and Training	<ul style="list-style-type: none"> ➤ University Degree ➤ Recognized certificate from a community college or university in the Administration of Volunteer Resources or equivalent professional development. ➤ Advanced training in the administration of Volunteer Resources 	<ul style="list-style-type: none"> ➤ University Degree ➤ Recognized certificate from a community college or university in the Administration of Volunteer Resources or equivalent professional development. 	<ul style="list-style-type: none"> ➤ High school diploma ➤ Recognized certificate from a community college or university in the Administration of Volunteer Resources. ➤ Equivalent combination of education/professional development.

Sphere of responsibility	national/regional/multi site senior official responsible for the function in the organization	Large agency/one site manager responsible for the volunteer program in the organization	Small agency responsible for administering volunteer resources in a small agency or in a specific program within a large agency
Other responsibilities	may be responsible for related functions/ multiple responsibilities, eg. spiritual care, business management, overall management of the organization	may be responsible for some related functions, eg. Fundraising, public relations, communication, marketing, special event planning	Responsible for managing the volunteer resources for the organization
Staff	supervises 5 or more staff	Supervises up to 5 staff	supervises up to 2 support staff
Volunteers – number	in excess of 500 volunteers	250 – 500 volunteers	up to 250volunteers
Volunteer Hours	volunteer hours in excess of 70,000	30,000- 70,000	to 30,000
Budget	over \$300,000	\$100,000 to \$300,000	under \$100,000
Risk	manages high risk activities	Manages moderate to high risk activities	may manage some high risk activities
Partnerships, Sponsorships and Collaborations	Explores and develops partnerships, sponsorships and collaborations with a numerous and varied organizations including corporate, educational institutions, non-profits, and government	Explores and develops partnerships, sponsorships and collaborations with a numerous partnering organizations including corporate, educational institutions, non-profits, and government	Explores and develops partnerships, sponsorships and collaborations, partnerships with several organizations

Program Maturity	New volunteer program Potential for involving volunteers in innovative ways	Well developed volunteer program with scope for enrichment, enhancement	Well developed volunteer program, mainly maintenance
Program Complexity	Highly specialized volunteer roles requiring high degree of training and/or targeted recruitment strategies, eg. Suicide prevention counselors, consumer education, palliative care mediators	Volunteer assignments requiring some specialized training and supervision.	Volunteer assignments requiring little specialized training and supervision, eg. Canvassing, special event, clerical support
Reporting Relationship	Reports to the President, CEO, Vice President, or Chair of the Board	Reports to a Director, Executive Director	Reports to a Manager
Salary Ranges	57,000 plus	42,000 – 57, 000	27,000 – 42,000