

## Volunteer Development Project Assimilation of the Research Stage Findings

Revised 7/12/2014

### Ideal Future

- *Maximization of the use of volunteers to govern and operationalize the Mission, Vision, and Goals of the association.*
- *A variety of volunteer opportunities across the country that recognize and embrace the spectrum of types of tasks, ways of engaging, and the length of service that individuals want in today's world.*
- *Robust and meaningful volunteer orientation, training, engagement, support, and recognition programs across the country.*
- *Staff partnerships with volunteers which maximize volunteer time and talent and complement professional staff expertise and support.*
- *Clear delineation of the governance volunteer work that support the work of the Board of Directors; and, the operations work that moves forward the Mission of the organization through partnership with staff and volunteers.*
- *Visual Graphic: [VolunteerFrameworkGraphic.pdf](#)*

### Governance Volunteers — What we have revealed:

- Board committees and work groups that had a written purpose had greater success.
- Board committees and work groups that had strong communication with the board via meetings, conference calls, shared members, etc. had greater success.
- Board committees are beginning to bifurcate strategy work from ongoing operational work. This then requires different competencies.
- Board committees are beginning to be smaller and using multiple issues experts to tackle emerging issues.
- When Executive staff have been assigned to board committees/work groups, this has added great value to success.

### **Ideal Future:**

- A rewritten Board Policy GP-9 Board Committee Principles that indicates a desired future of:
  - Maximizing the time and talent of volunteers in micro-, short-, and long-term groups to support the governance work of the board.
  - When new groups are assigned to do work to support the governance work of the board, there will be a clearly defined charge to the group, articulated anticipated outcomes, clear timelines, and a requirement for the CEO to appoint executive staff to support the work.
- Rewritten policies GP-9.1 through 9.8, and GP-14 through GP-15 that indicate a desired future of:
  - Bifurcating strategy work from other types of work.
  - For groups that are intended to have an ongoing role in support to the governance work of the Board, there will be a clearly defined charge to the group, articulated anticipated outcomes, and a requirement for a Committee (group) Operating Code.

**Issues Still to be Examined:**

- What will be the strategy for cultivation of potential volunteers so that when governance volunteers are needed, there is a pool at the ready?
- How is the work of the Board Development Committee aligned with the need for the cultivation of potential governance volunteers?
- What role does (or does not) the National Council of Leaders play in the cultivation of governance volunteers?

**Operational Volunteers — What we have revealed:**

- It has been challenging to break from an old pattern that volunteers are recruited to serve three-year terms in specific roles. *(This is true both at the local level and for operational committees that work nationwide.)*
- While many staff and volunteers understand and appreciate the concepts of micro- and virtual-volunteers, it has been a challenge to embrace new ideas and actually implement different ways of volunteer engagement.
- Operational volunteers are most successful when their role has been clearly articulated in writing – even for the micro- and virtual-volunteer tasks.
- The staff/volunteer partnership is most successful when staff have specific competencies and skills in volunteer development.
- What Local Councils of Leaders say that need in order to move forward volunteer development:
  - A coordinated orientation for all ACA volunteers that can be used at any time when someone new is recruited for a volunteer task. *(Many see this as a brief video that includes the very basics of what it means to volunteer for ACA.)*
  - Better training opportunities for volunteers who will be in roles that are created locally to be longer-in-term. This includes examples such as the LCOL Chair, and Standards Chairs.
  - More help on learning how to cultivate, recruit, engage, and recognize volunteers.
  - A nationwide program that recognizes volunteers — including a revamped National Awards Program.
  - More opportunities to meaningfully connect with other volunteers across the country who are doing similar work.
  - More intentional sharing of examples, templates, ideas on the “how to” of the operational aspects of the work of the association across the country.
  - An inspirational and supportive staff that works in partnership with volunteers to move forward the mission of the association.

**Recommendations for Next Steps:**


Create a small Volunteer Development Task Group to move forward the next phase of the project. This group would include staff and volunteers and would have four work groups “under” them that are charged with very specific short-term work in the categories below. (One person from each work group would serve on the Task Force.)

- A. Volunteer Cultivation and Recruitment Work Group
- B. Volunteer Orientation and Training Work Group
- C. Volunteer Engagement and Support Work Group
- D. Volunteer Recognition Work Group



Volunteer  
Development

Task Force  
includes 1 vol from each subgroup



Volunteer Cultivation and Recruitment Work Group	Volunteer Orientation and Training Work Group	Volunteer Engagement and Support Work Group	Volunteer Recognition Work Group
Timeline: 2 mo.	Timeline: 2 mo.	Timeline: 2 mo.	Timeline: 2 mo.
Develop plans/ideas/templates for association-wide (and customizable locally) volunteer cultivation and recruitment	Develop association-wide (and customizable locally) volunteer orientation and training	<ul style="list-style-type: none"> <li>Develop plans for regular communications and opportunities for networking for volunteers in like positions across the country.</li> <li>Develop plan/ideas/template for other opportunities for support to volunteers.</li> </ul>	Work with the Awards committee to develop association-wide (and customizable locally) volunteer recognition opportunities.
3 volunteers, 1 staff	3 volunteers, 1 staff	3 volunteers, 1 staff	3 volunteers, 1 staff