

guidance and supervision, resourcefulness, initiative (family E); and critical thinking skills and assessment and evaluation knowledge (family F).

The panel of experts reached consensus, in the third round of iteration on 10 assessment criteria for evaluating the leadership competencies and skills of nonprofit volunteer leaders. The assessment criteria can be found in Table 2.

Table 2

Assessment criteria for evaluating volunteer leadership competencies and skills

Assessment Criteria	<i>n</i>	% rated 3 or greater	<i>Mdn</i>
How well they communicate with general volunteer population	20	90	5
Confidence in skills taught	20	95	4
Interaction with other volunteers	20	90	4
Follow-through	20	90	5
Feedback from general volunteer population	20	90	4
Responsiveness of general volunteer population to react to leader's call to action	20	90	4
Ability to obtain quality volunteers	20	90	5
Observations	20	90	4
Return rate of volunteers	20	90	4
Feedback from the general volunteer population	20	95	4

Workshop Implications

This workshop will benefit educators and program directors interested in training volunteer leaders within their organizations. Participants will discuss volunteer leadership competencies and skills identifies by a panel of experts in the field utilizing Delphi methodology. In addition, participants will discuss the components of a volunteer leader training workshop.

Participants will work in groups to define volunteer leader and the roles volunteer leaders play in organizations to better understand their value. Presenters will describe the components of a volunteer leader training and specific aspects to consider when developing and facilitating a training on your own. Participants will work together to complete an example activity developed by the facilitators to teach volunteer leaders the competencies and skills included in family A. Participants will then work in small groups to develop activities for the remaining five competency and skill families, and share their activities with the group. Furthermore, participants will be encouraged to ask questions and engage in discussion about similar programs or ideas in their respective areas.

Participants will be provided with reference material from the existing volunteer leader training. These materials will provide a starting point for participants who wish to develop a volunteer leader training to meet the needs of their volunteers.

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Appendix

Competencies & Skills Nonprofit Administrators desire Volunteer Leaders to Possess

*For the purpose of this training, we have grouped these competencies into families.

Family A ~ Competencies & Skills

Identify Strengths of Other Volunteers • Recruit & Mentor Other Volunteers
Leadership • Ability to Network with Others
Delegate & Support Team Activities to Achieve Organizational Goals

Family B ~ Competencies & Skills

Ability to Teach • Ability to Motivate • Ability to Encourage • Lead by Example
Service Oriented Attitude • Willingness to Serve • Willingness to Give of Oneself
Facilitate Participation by Local Internal & External Stakeholders

Family C ~ Competencies & Skills

Dependable • Punctual • Dedication • Possess Integrity • Organized • Resiliency
Scheduling & Related Documents • Willingness to go Above & Beyond
Driven • Commitment • Must Have Backup Plans

Family D ~ Competencies & Skills

Respect to Others • Good Listener • Communication • Conflict Resolution
Consideration • Kindness • Compassion • Patience • Personality
Positive Attitudes • Enthusiastic • Confident

Family E ~ Competencies & Skills

Able to work with Minimal Guidance & Supervision • Resourceful • Initiative

Family F ~ Competencies & Skills

Critical Thinking • Assessment & Evaluation

4 Volunteer Types

Ideal Ian – Skilled and motivated to work within the guidelines and structure of the organization

Trainable Tina – Motivated and willing to work within the guidelines and structure of the organization, but lacks skills

Disruptive Dan – Has skills but not willing to work within the guidelines and structure of the organization

Freeloading Freddy – Disinterested and does not have skills

Volunteer Leader Training

Why are Volunteer Leaders Important?

"Volunteer leadership remains a vast untapped resource for nonprofits not only to expand capacity for service and volunteering but also to provide a strategy for addressing the retention challenge facing volunteer managers...In addition, these leadership roles, if properly supported, cultivate the consciousness, capabilities, and commitment in volunteers, and create lifelong advocates for causes and the change that citizens seek to make in their communities."
(Cooperation, 2007b, p. 15)

Development of a Volunteer Leader Training

- > Four hour training
- > 10 volunteer leaders identified by volunteer director invited
- > Eight volunteers leaders attended the workshop
- > Lunch was provided

Training Objectives

- > Describe the importance of volunteer leadership in nonprofit organizations
- > Explain Delphi Study and findings
- > Describe the development and facilitation of volunteer leader training
- > Discuss the assessment and evaluation methods nonprofit directors can use to evaluate the leadership ability of volunteer leaders in the organization

Why are Volunteer Leaders Important?

As demands on nonprofit organizations continue to increase, volunteer leaders will have to step-up and assume more responsibility to ease the workload of the paid directors and administrators. In an effort to assist local nonprofit organizations, the researchers/workshop presenters worked with [organization] to produce professional develop efforts to help the nonprofit organizations build their leadership capacity within their volunteer ranks.

Desired Competencies & Skills of Volunteer Leaders

- Family A ~ Competencies & Skills**
- Identify Strengths of Other Volunteers
 - Recruit & Mentor Other Volunteers • Leadership
 - Ability to Network with Others
 - Delegate & Support Team Activities to Achieve Organizational Goals

Why are Volunteer Leaders Important?

The traditional single leader model is becoming less effective as the demands of nonprofit organizations increase. Small (2007) suggests

"Traditionally, leadership theories have focused on vertical leadership, in which a person who has been appointed to a position of authority exerts downward influence on subordinates. However, appointed leaders are not the only ones who can demonstrate leadership behavior. In team situations, team members can exert influence on each other and share the leadership process." (p. 5)

Identifying Volunteer Leader Competencies and Skills

- > Delphi Study
- > 42 Competencies and skills were identified
- > Volunteer Leader Training was developed based on identified competencies and skills

Desired Competencies & Skills of Volunteer Leaders

- Family B ~ Competencies & Skills**
- Ability to Teach • Ability to Motivate • Ability to Encourage
 - Lead by Example • Service Oriented Attitude
 - Willingness to Serve • Willingness to Give of Oneself
 - Facilitate Participation by Local Internal & External Stakeholders

Desired Competencies & Skills of Volunteer Leaders

Family C – Competencies & Skills

Dependable • Punctual • Dedication • Possess Integrity
Organized • Resiliency • Scheduling & Related Documents
Willingness to go Above & Beyond • Driven • Commitment
Must Have Backup Plans

Four Volunteer Types



Ideal Ian – Skilled and motivated to work within guidelines



Trainable Tina – Motivated and willing to work within the guidelines but lacks skills



Disruptive Dan – Has skills but not willing to work within the guidelines



Freeloading Freddy – Disinterested and does not have skills

Importance of a Volunteer Leader

- Volunteer Leaders are important to Nonprofit Administrators because they...
 - Help to carry out the mission and achieve goals of a nonprofit organization by:
 - o Taking charge of a project by coordinating it and taking accountability for its successful completion
 - o Communicates the details of the project with other volunteers and serves as a resource for them throughout the project
 - o Organizes, leads and inspires a group of volunteers before, during and after the project
 - o Oftentimes initiates new projects in order to achieve organizational goals
 - o Represents the nonprofit to other volunteers and to the community

Desired Competencies & Skills of Volunteer Leaders

Family D – Competencies & Skills

Respect to Others • Good Listener • Communication
Conflict Resolution • Consideration • Kindness
Compassion • Patience • Personality • Positive Attitudes
Enthusiastic • Confident

Defining a Volunteer Leader

- Working in Small Groups, formulate a list of words that represent what you think describes a Volunteer Leader
- Now, develop a working definition of what a Volunteer Leader is based on your group's word list.

Family A ~ Competencies & Skills

Identify Strengths of Other Volunteers
Recruit & Mentor Other Volunteers • Leadership
Ability to Network with Others
Delegate & Support Team Activities to Achieve Organizational Goals

Family E – Competencies & Skills

Able to work with Minimal Guidance & Supervision
Resourceful • Initiative

Family F – Competencies & Skills

Critical Thinking • Assessment & Evaluation

Importance of a Volunteer Leader

- Working in Small Groups, formulate a list of reasons why you think:
 - o Volunteer Leaders are important to Nonprofit Organizations and
 - o Ways they can be utilized to make the organization more effective.

Recruiting, Mentoring & Identify Strengths of Other Volunteers



Easily identifies Ian's strengths and recognizes his willingness to work. Find most suitable long-term role.



Builds her trust through coaching/mentoring; helps her learn new skills and where she can be the most effective.



Maintains a leadership role to eliminate potential problems; Identifies Dan's strengths and areas he can contribute, if any.



Recognizes his lack of desire and inability to complete anything beyond simple tasks. Finds most suitable short-term role.

Recruiting, Mentoring & Identify Strengths of Other Volunteers Activity

Recruiting the right people for the right program requires a commitment of time, energy, and creativity, as well as a well-considered plan.

1. Decide on the characteristics you want your volunteers to have.

- Think about the goals of your organization, the strengths and needs of the population it will be serving, and the activities the volunteers will be engaged in. Also consider the physical and time demands of your volunteer program.

2. Identify the barriers that may deter people from volunteering.

- For example: Lack of confidence in their ability to contribute -- inability to translate their life experiences and skills to a particular program's needs, fear about safety, or difficulties with transportation.

Family C ~ Competencies & Skills

Dependable • Punctual • Dedication • Possess Integrity
 Organized • Resiliency • Scheduling & Related Documents
 Willingness to go Above & Beyond • Driven • Commitment
 Must Have Backup Plans

Family F ~ Competencies & Skills

Critical Thinking • Assessment & Evaluation

Group Activity

- You have been given a family of competencies and skills.
- Work in your small group to develop an activity to teach the volunteer leadership competencies and skills.
- Share your activity with the larger group.

Family D ~ Competencies & Skills

Respect to Others • Good Listener • Communication
 Conflict Resolution • Consideration • Kindness
 Compassion • Patience • Personality
 Positive Attitudes
 Enthusiastic • Confident

How do we assess our Volunteer Leaders?

Assessment criteria for evaluating volunteer leadership competencies and skills

Assessment Criteria	0	1	2	3	4	5
How well they communicate with general volunteer population	20	30	40	50	60	70
Confidence in ability to lead	20	30	40	50	60	70
Interaction with other volunteers	20	30	40	50	60	70
Active strength	20	30	40	50	60	70
Feedback from general volunteer population	20	30	40	50	60	70
Impressions of general volunteer population to react to leader's call to action	20	30	40	50	60	70
Ability to obtain quality volunteers	20	30	40	50	60	70
Observation	20	30	40	50	60	70
Return rate of volunteers	20	30	40	50	60	70
Feedback from the general volunteer population	20	30	40	50	60	70

Family B ~ Competencies & Skills

Ability to Teach • Ability to Motivate
 Ability to Encourage
 Lead by Example • Service Oriented Attitude
 Willingness to Serve • Willingness to Give of Oneself
 Facilitate Participation by Local Internal & External Stakeholders

Family E ~ Competencies & Skills

Able to work with Minimal Guidance & Supervision
 Resourceful • Initiative

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