

# Association of Leaders in Volunteer Engagement

## Career Pathways for the Volunteer Engagement Professional- Job Leveling Document

Level & Job Title	Typically Reports To and Independence of Action	Typically Reports To	Level and Type of Direction	Education and Certification	Experience	Recruitment	Recognition and Retention	Program Coordination	Training	Program Design and Development	Database Mgmt and Recordkeeping	Communication	Volunteer Program Administration	Relationship Building
<b>ENTRY CAREER LEVEL</b>														
<b>Intern</b>	Learned Tasks/ Procedures	Specialist or Coordinator	Immediate direction	Pursuing Undergraduate or Graduate degree	None required	Enters, processes, and tracks volunteer applications	Executes thank you and appreciation actions	Facilitates any assigned tasks for program participants	Supports trainings and executes tasks assigned	Conducts research for new program design as assigned	Enters and maintains volunteer files (e.g., applications, background checks, service hours) as requested	Delivers structured responses and messaging using established channels for volunteers, staff and specific assigned projects	Compiles and tracks program information for special projects and reports	Primarily works with immediate staff and internal management for the purpose of executing assigned tasks and fulfilling school requirements
<b>Assistant/Associate</b>	Apply Techniques/ Practices	Specialist or Coordinator	Close supervision	A.A./A.S. desirable; volunteer engagement credits/ coursework	6 months of public contact/volunteer assignments	Advertises, enlists, and explains work methods and procedures to volunteer candidates	Plans and executes thank you and appreciation actions	Completes daily tasks (e.g., answering emails, supervising on-site volunteers) as needed	Trains new volunteers on policies and procedures (e.g., timekeeping, recordkeeping)	Conducts, compiles and organizes research for new program design as assigned	Monitors volunteer compliance, maintains information and keeps records up to date	Provides oral instructions or written communications to volunteers as requested	Fields any administrative needs for volunteer program administration as directed	Assumes daily interaction/relationship building with volunteers, fulfilling any needs as requested and approved
<b>EARLY CAREER LEVEL</b>														
<b>Specialist</b>	Apply Methods	Supervisor	General supervision	B.A./B.S. desirable; specialized training and coursework	2 or more years of NE specialized volunteer assignments	Screens candidates, completes on-boarding	Organizes structured social and recognition events for volunteers	Serves as point of contact for program volunteers	Provides continuing training in continuing education format for specific topics	Assists in design and development of new volunteer positions; implements adjustments as requested	Maintains database for volunteers; pulls information and reports as needed	Manages communications and project deliverables on volunteer and engagement opportunities; communicates with volunteers and fellow staff; creates materials and curates emails to volunteers	Keeps abreast of program needs and share resources with others; assists volunteers and staff in completing requirements for program	Develops connections between volunteers, staff, and program participants. Attends meetings and maintains close communication with volunteers and staff for support
<b>MID-CAREER LEVEL</b>														
<b>Coordinator</b>	Explain and Follow Policies	Supervisor or Manager	General supervision	B.A./B.S. applied field desirable, including progression toward Volunteer Administration certification	4 or more years of NE program org/execution	Grows the volunteer candidate pool; recruits and onboards incoming volunteers	Creates large-scale appreciation events, activities and opportunities for volunteers (e.g., annual recognition event, national volunteer appreciation week, social media campaigns)	Plans, assigns and directs volunteer work; appraises performance; addresses complaints and resolves problems	Coordinates, delivers and analyzes volunteer-related training to staff and volunteers and works closely on overall objectives and desired outcomes of training; administers skills development training	Facilitates program growth and development of new positions. Finds and recommends innovative ways to use volunteers	Maintains thorough understanding of database and records of volunteers; regularly maintains updates and refreshes system	Creates and provides content for volunteer program needs; speaks to individuals and groups about volunteering with the organization	Ensures compliance with regulatory and organization policies and procedures for volunteer administration; creates and disseminates standardized tools and referral processes that promote efficiency, control costs and maximizes ROI for volunteer programs	Serves as point of contact for volunteers and builds internal and external partnerships that supports the growth and maintenance of volunteer programming; participates in community engagement and networking
<b>Supervisor</b>	Interpret Standards	Manager or Senior Manager	General supervision	B.A./B.S. applied field is highly desirable; Certified Volunteer Administrator certification (e.g., CVA) is desirable	3 or more years of exempt experience	Coordinates process for recruitment, screening, onboarding of incoming volunteers	Assists in oversight of the development, implementation, and maintenance of volunteer recognition plans	Supervises volunteers and staff engaged in volunteer program delivery	Assesses, creates, delivers and evaluates training for volunteers to meet organization's goals and objectives	Assesses volunteer opportunities throughout organization. Develops job descriptions, training materials, etc. for new positions	Works with staff to ensure information entered into database is accurate and complete; complies with any requirements with regard to record keeping and reports information.	Works with staff to produce marketing materials, newsletters, and other forms of communications to engage volunteers; delivers presentations on behalf of department	Builds capacity; trains and oversees staff; assigns work to ensure program effectiveness	Develops opportunities for cross departmental collaboration with volunteer engagement team
<b>SENIOR CAREER LEVEL</b>														
<b>Manager</b>	Establish and Follow Practices	Director or Senior Director	Limited supervision	B.A./B.S. in applied field is required. CVA or equivalent designation would be required	5 or more years of exempt experience	Evaluates employees for job and qualifications fit; evaluates effectiveness of volunteer placements	Plans and ensures execution of the development, implementation, and maintenance of volunteer recognition plans	Directs and implements program, process, and product improvements; manages volunteer committees	Trains and supervises volunteers and projects for specific types of initiatives	Recommends and develops volunteer programs; creates materials, procedures, and systems to support programs or opportunities	Ensures integrity of volunteer management system; designs data field matrices and reporting formats to be used for program administration and evaluation; trains all system users and monitors quality	Delivers messaging and communications on behalf of the department; develops and delivers presentations and serves as organization representative for volunteer engagement	Ensures all areas of volunteer program administration (e.g., recruitment orientation, training, supervision) are done to fidelity; monitors reports and provides solutions; coordinates program accreditation (e.g. Service Enterprise); tracks budget	Develops and secures sponsors and partners to support volunteer engagement; identifies ways to build outreach efforts and oversees priority partnerships
<b>Senior Manager</b>	Develop Policies and Protocols	Director or Senior Director	Administrative direction	B.A./B.S. in applied occupational field is required. CVA and supervisory and management training required	6 or more years of exempt experience	Determines advertising and representation; engages in public speaking; participates in final candidate interviews	Develops recognition strategy that includes employees who effectively engage volunteers	Determines best and highest use of program volunteers; adjust program delivery as needed	Creates and presents formal training programs related to particular competencies, such as leadership methods and techniques	Develops program and policy goals. Acts as in-house expert on how to use volunteers effectively	Administers and updates volunteer management system and how it interfaces with multiple software programs and applications, such as CRM and Microsoft applications	Provides content for any grant or organizational requirements requirements; oversees communications strategies	Oversees organizational policies and practices including volunteer strategy, database management and recordkeeping, and training; oversees department budget	Establishes relationships for financial stewardship and donor relations; maintains relationships with long-term implications
<b>EXECUTIVE LEVEL</b>														
<b>Director</b>	Propose and Test Concepts	Top Executive	General direction	B.A./B.S. applied field is required. CVA and additional Project Management (PMP) and Leadership certification is required	6 or more years of exempt experience	Projects staffing requirements, cross-training, and internal and external candidate sources for all volunteer classifications	Plans and leads organization-wide recognition for both staff and volunteer retention programs, effectiveness measures, and learning opportunities	Conducts needs assessments and program goals and implementation for programs that meet organization's overall strategic objectives	Formulates and presents learning and development modules with specific curriculum, content, and objectives for programs	Works with staff to determine volunteer program outcomes that meet specific goals and objectives; designs programs based on these outcomes	Designs volunteer management system and oversees vendor selection (if applicable); ensures systems capture all data and reporting features are accurate	Creates and implements internal and external communications strategies; evaluates effectiveness	Plans, directs, and coordinates the operations of volunteer engagement; acts as the primary facilitator and advocate; develops and approves budget	Cultivates and maintains relationships across the spectrum for different interest groups and constituencies that serve volunteer engagement or entire organization
<b>Senior Director</b>	Create Systems and Paradigms	Top Executive	Policy direction	B.A./B.S. is required. M.A./M.S. preferred. CVA, Project Management (PMP) and Fund-Raising Executive (CFRE) are highly desirable; 2 or more certifications	8 or more years of exempt experience	Evaluates recruiting effectiveness by type of program and need, staffing levels, and skill requirements given programs and budgets	Develops and presents to Executive Leadership Team innovative recognition and retention initiatives and levels of success upon implementation	Extrapolates improvements needed for medium-sized and large interdepartmental programs that require business partnership planning and shared interests and objectives	Develops and creates in-service training programs for a range of related topics in concert with other professional development industry certification	Creates programs for specialized volunteer groups and responds to newly identified needs	Oversees the development and use of software applications and networks for mobile reporting and physical locations; ensures all systems work together with minimal duplication and ease of use for volunteers	Establishes advertising and marketing campaigns to grow volunteer and community engagement meet organizational needs	Establishes overall volunteer engagement strategy that integrates into overall strategy of organization; serves as subject matter expert for organization and oversees implementation of innovative solutions including volunteers	Builds partnerships with state or national agencies to advance mission and outcomes
<b>Top Executive</b>	Theories and Business Development Strategies	Board of Directors	Broad Business Direction	M.A./M.S. and Continuing Education certifications are highly preferred; 3 or more certifications	10 or more years of mgmt/Board exempt and leadership experience	Determines business strategies for recruiting, including competencies, deployment, and attraction and retention tactics to fulfill long-term strategy needs	Showcases best practices in volunteer engagement recognition and retention programs at regional and national levels as a subject matter expert; applies unique branding and ideas for continuous process improvement	Recommends new large-scale and complex programs to meet current and future needs	Oversees academy-like training program with structured resources and advisors as subject matter experts	Creates long-term business and development plan specifically linked to new volunteer programs and utilizing best practices measures	Develops strategy for all database management and recordkeeping requirements that integrate with organizational vision, mission, and strategic plan, including working closely with IT	Oversees and approves communications strategies, communicating upwards to Board of Directors; serves as spokesperson for organization, fielding interviews and speaking engagement opportunities	Visualizes overall design of the organization's volunteer program model, including overall multi-year programming, priorities, and funding, either directly or in concert with the Board of Directors and staff	Identify new opportunities, business partners, sponsorship opportunities, donors, etc. with shared interests that can further organization's mission; assigns staff to help strategically leverage relationships