

Identifying Needs-Based Management Volunteer Roles

Dr. B. Alan Snider shared observations gleaned from personal interviews with over 60 salaried and volunteer staff in various positions in six states, in his reference paper "Key Volunteers Strengthen the 4-H Program."

A volunteer program is strengthened when salaried staff enable management volunteers to perform more tasks to reach program goals. As salaried staff allow volunteers to carry out some of the tasks educators have done in the past, these volunteers are assuming more commitment to the program. As a result, salaried staff are seen by others as educational managers, and are becoming program developers and leaders. Management volunteers want salaried staff to be strong leaders and educators with effective communication and organizational skills.

Expanded involvement of management volunteers has meant more volunteer training, more parent involvement at the club level, higher awareness and understanding of program objectives, and a feeling by both volunteers and educators that the load is shared. Salaried staff are experiencing a role-shift or changes in the process.

Volunteer Categories

Management volunteers perform a variety of tasks. Within the traditional volunteer program, their roles can be grouped into categories:

- volunteers who strengthen clubs or groups
- volunteers who coordinate events and activities
- volunteers who enhance subject matter learning
- volunteers who support program delivery
- volunteers who help determine direction
- volunteers who strengthen special interest programs
- any other categories appropriate to your program

For each role, briefly identify the responsibilities and special qualifications needed.

Regardless of the categories, when volunteers coordinate other volunteers' efforts, we have management volunteers.

Based on the community and program needs identified in your planning process, and using the organizational chart you've developed to support your plan, list the management volunteers necessary for your program's success. Expand your thoughts beyond the existing program and include management roles that will add breadth or depth to your efforts in emerging priorities.

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Management Volunteer Talent Search

Use additional pages, if necessary, as you list management volunteers needed for program success.

Areas of Management Responsibility	Specific Management Role	Qualifications of Needed Managers	Possible Names
Volunteers who strengthen clubs or groups within the organization (Local 4-H club leaders, Master Gardeners, local Reading is Fundamental Coordinators, etc.)			
Volunteers who coordinate events and activities			
Volunteers who enhance subject learning (4-H project leaders, orientation coordinators, Family Community Leadership trainers, etc.)			
Volunteers who support program delivery (Fund raisers, data entry, public relations, transportation, etc.)			
Volunteers who help determine direction/represent community audiences (Boards and advisory committees)			
Volunteers who strengthen special interest programs (Short term volunteers, coordinators for Stop Smoking campaigns, Parent-Child Sex Ed Programs, etc.)			
Other Important Volunteers (Representative of ages, economic backgrounds, ethnicity and varieties of involvement)			

Keep this chart handy. It's the basis for your recruitment plan, and very importantly, for your next step...position descriptions.



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