

# Volunteer Leadership and Management

*Elaine Koehn*  
Volunteer Coordinator  
Literacy Volunteers in Action

This Best Practice involves a procedures manual for the leadership and management of ABE volunteer programs.

The procedure manual outlines the role of the volunteer in attaining the mission and goals of the organization. It incorporates a systematic approach to building volunteer staff through recruitment, job descriptions, application, personal interviews and risk management.

Once the volunteer is selected, there is a process for training and development that includes orientation, pre-service and competency-based training. Competency-based training occurs on the job based on the requirements of the position and the capabilities of the volunteer. Staff members who will supervise the volunteer are involved in the election and training process. This results in the best possible service to the client as the instructor is in charge.

On-going support includes information on communication, a process for corrective action and a process for the dismissal of a volunteer. In addition, there is a process for exit evaluation. Finally, there are procedures that address both formal and informal methods of volunteer recognition, an essential tool for retention.

Many ABE programs throughout the state implement similar procedures in the coordination of volunteers; however, compiling them into a user-friendly manual allows for a more convenient way to provide continuity in volunteer recruitment and retention.

A copy of this manual can be obtained by contacting Elaine Koehn.