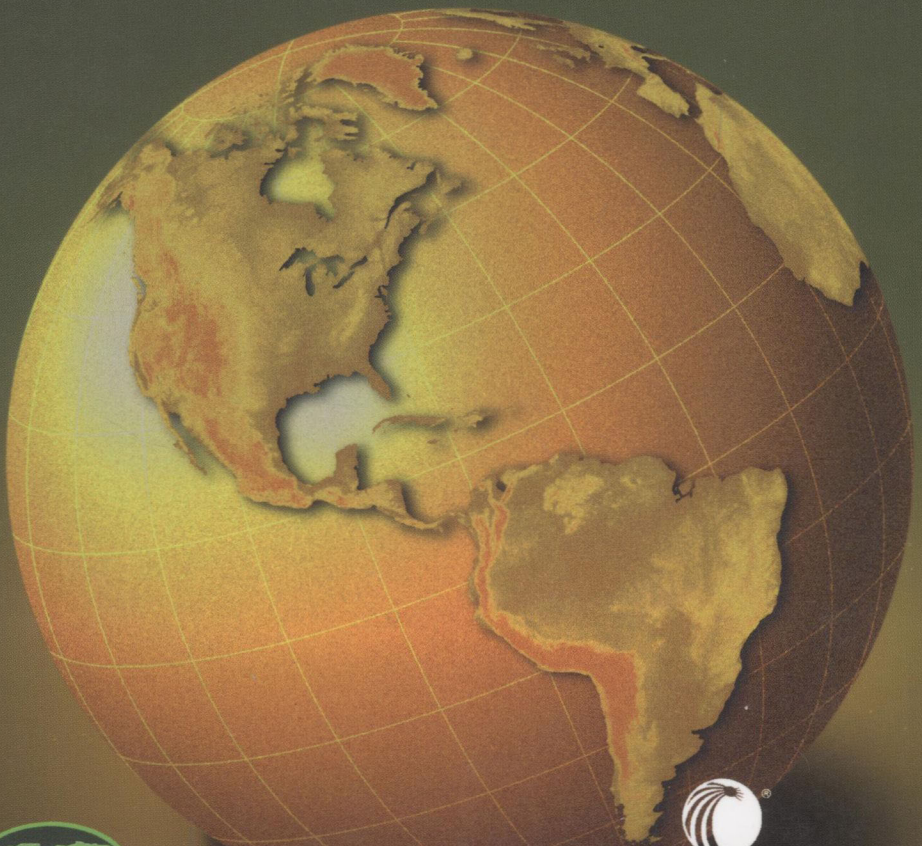


VOLUNTEER ADMINISTRATION Professional Practice

Editor: Keith Seel



**Council for Certification in
Volunteer Administration**



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Volunteer Administration: Professional Practice

Editor

Keith Seel, Ph.D., CVA



**Council for Certification in
Volunteer Administration**



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Volunteer Administration: Professional Practice

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PREFACE

WHAT IS CCVA AND WHY THIS BOOK?

The Council for Certification in Volunteer Administration (CCVA) was established in 2006 in order to sustain the CVA (Certified in Volunteer Administration) credential originally developed by the Association for Volunteer Administration (AVA). This credential recognizes practitioners in the field of volunteer resources management who meet specified standards as measured through an exam and performance-based portfolio. CCVA also promotes six core values in volunteer resources management as detailed in *Professional Ethics in Volunteer Administration*, and views these principles as an essential part of competent leadership and management. Candidates for the CVA credential are required to affirm their intent to uphold these ethical standards.

Most would agree that the impact of volunteer engagement is maximized when it is competently led and managed by individuals with the appropriate skills, knowledge, and values. The past 50 years have brought a steady evolution of professionalism to this function, as evidenced by the growth of professional associations, publications, training classes and conferences, academic-based courses and certificates, standards of practice, ethical principles, and an international credential. Nevertheless, the nonprofit, government, and philanthropic sectors have been agonizingly slow to embrace the principles of effective volunteer management on a large scale.

THE CONTENT AND AUTHORS

The practice of volunteer administration is inherently complex and diverse, involving knowledge and skills drawn from many other disciplines. Despite the extensive variety, breadth, and depth of activity, there is a set of common elements and core competencies which forms the foundation for effective practice. There are many books currently available which address the “how to” of leading and managing volunteer engagement. Some focus on particular sub-sectors of the field, while others provide very practical tips and tools about specific aspects of volunteer management. Most are written by practitioners, trainers, or consultants. So why publish yet another book?

Our intent is not to duplicate what already exists, but rather to enhance the body of literature about volunteer administration by adding a comprehensive reference book. More specifically, *Volunteer Administration: Professional Practice* is:

- based on the five Core Competencies detailed in the CCVA Body of Knowledge (based on a 2008 Practice Analysis study of the field);
- supported by related research and academic theory;
- focused on content appropriate for a professional practitioner with a minimum of three years' experience;
- the primary text to support the CVA credential;
- relevant for NGOs, public sector agencies, and all volunteer organizations — regardless of setting; and
- internationally applicable, not country-specific.

To this end, the Table of Contents is structured around the CCVA Core Competencies. Contributing authors were selected from the United States and Canada, and include individuals who have earned the CVA credential, emerging thought-leaders, and academics whose area of scholarly research is in the area of volunteer administration. The writing of these 21 “prac-ademic” authors provides a solid theoretical framework and professional context for the more tactical aspects of how we do our work with volunteers. Readers will find that some of the content will offer opportunities for further professional development. It was the intent to have contributions that would stretch the thinking on volunteer administration.

Note that for consistency of style, the publisher has used Canadian spelling throughout all of the chapters.

INTENDED USE

As stated earlier, this textbook now becomes a primary reference for the CVA credential. Candidates are encouraged to use it, along with other materials, to strengthen their understanding of the concepts and principles which define them as managers, leaders, and professionals.

In addition, the book provides voluntary sector educators with a tool for ensuring curriculum development consistent with real-world practice as verified by a credible Practice Analysis process. In the absence of a current, comprehensive text, instructors have had to piece

together their reading list with a number of more narrowly focused materials. *Volunteer Administration: Professional Practice* fills this gap.

Consultants and trainers may find this book helpful as a core reference on which to base their work, and to share with clients. It also serves as an appropriate companion reference for the larger disciplines of public administration and nonprofit management, which has seen tremendous growth in the last two decades.

Finally, this textbook sends a powerful message to employers, supervisors, and practitioners, reinforcing the need for skilled, competent leadership of volunteers in order to achieve desired results. When the elements of effective practice are in place, organizational credibility increases, community image improves, volunteer commitment is sustained, and important work gets done.

We are proud to offer *Volunteer Administration: Professional Practice* to a field whose time has come.

Katherine H. Campbell, CVA
CCVA Executive Director

ABOUT THE EDITOR

Keith Seel, Ph.D., CVA is the Director of the Institute for Non-profit Studies at Mount Royal University. Through the Institute, Keith is engaged with other researchers in three broad research streams focused on Canada's nonprofit sector: governance of the sector, policy development and analysis, and sustainability issues.

Keith has been associated with the profession of volunteer administration since 1993 and has held board positions with the Association for Directors of Volunteer Resources and the Association for Volunteer Administration. He has been a volunteer board member for 30 years largely in the human services field. Currently, he holds appointments to two provincial boards in Alberta focused on education and children.

Keith is the Chair of the national Human Resources Council for the Nonprofit Sector, which examines labour force issues particular to the nonprofit sector in Canada.

As an author, Keith has been widely published in books and journals. He co-authored the AVA Statement of Ethics, and he was a major contributor to a management series by John Wiley & Sons, New York. For the same publisher, Keith has also written on ethics and its impact on management, and the risks and opportunities associated with commercial ventures by nonprofit organizations, governance issues for boards of directors, and sustainable development for the charitable sector.

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