



Human Resources  
Professionals  
Association

# Volunteer Management Program

The pathway to excellence in volunteer engagement and recognition.

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## INTRODUCTION

Individuals volunteering their time and expertise to the Human Resources Professionals Association (HRPA) provide an important service to HRPAs, they are helping the regulatory professional Association further its Mission of, setting the standards of learning, competence and conduct for members to enhance the standing of the human resources profession while protecting the public.

In turn, volunteers obtain valuable work and social experiences as well as acquire a sense of personal achievement and satisfaction.

Volunteers often bring a unique background, perspective, and energy that benefits everyone involved. HRPAs Board, its regulatory framework, its learning mandate and local geographic chapters rely upon the services of hundreds of volunteers each year.

At the provincial and chapter level HRPAs carefully plans, structures, and implements detailed volunteer commitments in order to best incorporate this valuable resource.

This manual outlines the program, plans and process that will promote a productive, enjoyable, and mutually beneficial environment for both volunteers and HRPAs by outlining the respective expectations, roles, and responsibilities. If you have any questions about issues related to volunteerism, please contact your local Chapter team or the staff committee support assigned to your committee.

## ELEMENTS OF HRPAs VOLUNTEER PROGRAM

HRPAs Volunteer program has the following five elements:

1. Planning;
2. Recruitment and Selection;
3. Onboarding and Development;
4. Effectiveness Assessments; and
5. Recognition

Each of these interrelated elements are detailed more thoroughly on the following pages.



## 1. PLANNING

Planning is essential for the success of any volunteer program and involves:

- Development of the Committee mandate and terms of reference
- Clear design of volunteer roles and responsibilities;
- Tailoring an appropriate application form;
- Developing applicable policies and procedures;
- Clarifying the role of staff support; and

In accordance with the Associations By-laws there are three kinds of committees at the provincial level, Board Committees, Statutory Committees and Standing.

The Chapter Operating Terms outline the Mandatory and Optional Committee structure. Mandatory Committees include, the Membership Committee, including its subcommittees and the Nominating Committee.

The Board, Chapters or the CEO may appoint such additional general committees and ad hoc task groups as they deem necessary. In order for a committee to be authorized for activity by the Board, Chapters or the CEO, Committee mandates must be developed in accordance with the By-laws (including Chapter Operating Terms) and standard terms of reference templates. See Appendix A – Terms of Reference Template.

Each volunteer position should have a corresponding volunteer role description that outlines the parameters and responsibilities of the position, the level of required commitment, and any qualifications, training or tools required for its successful implementation. See Appendix B – Volunteer Role Description Template.

Volunteer application forms should be written to outline the specific requirements of the position and list any requisite information. Avoid requesting information that is irrelevant to the position. For example, one would request different information for a single professional development event than an annual commitment at the committee or Board level.

Certain volunteer assignments or roles may include sensitive tasks or provide access to facilities or materials that are proprietary or confidential. For example, volunteers may require access to member resumes or email addresses in order to complete their assignment. Volunteers need to know unequivocally that they are responsible for maintaining the confidentiality of all information to which they may be exposed.

All HRPAs Volunteers are required to sign off annually the Associations Volunteer Code of Conduct. See Appendix C – Volunteer Code of Conduct.

The use of volunteers must respect the boundaries of HRPAs employee agreement. HRPAs Volunteers are not “employees” and cannot be used to supplement employees or replace the need for paid staff.



## 2. RECRUITMENT AND SELECTION

This is the crucial stage where HRPAs look to attract and properly screen volunteer candidates. As you plan your recruitment strategies, ask yourself, who would be the ideal volunteer? Why would they be interested in your volunteer opportunity? How can you reach these people? How can you create a recruitment message that encourages potential volunteers?

Depending on the number and type of volunteer positions you have, you may find it useful to utilize a variety of recruitment sources including:

- HRPAs Website;
- A Call for volunteers through HRPAs Email broadcast platform;
- HRPAs Volunteer Database of Pending Volunteers;
- Referrals from current/previous volunteers;
- Posting in HRPAs Hire Authority or other local marketing.

Through a secure portal, member will have access to submit a volunteer profile which will indicate opportunities they are interested in volunteering in. Depending on their role, users will have access to indicate different committees they are interested in volunteering for. Users can update their volunteer profile as required if their interests change.

HRPAs online application process collects the following information in one central repository for volunteer leaders use:

- information about the applicant;
- HRPAs designations or others;
- background, skills and abilities;
- availability; and
- emergency contact information.

Once you have selected a pool of volunteers, your next task is to carefully select those who are most suitable for the role.

Volunteer interviewing and screening helps create and maintain a safe environment and ensures an appropriate match between the volunteer and assignment. Remember to retain all applications, screening notes, and interview notes in a separate file (paper or electronic). These should be maintained for a minimum of one year.

All HRPAs Volunteers are required to sign off annually the Associations Volunteer Code of Conduct. See Appendix C – Volunteer Code of Conduct.



## 3. ONBOARDING AND DEVELOPMENT

Once you have adequately interviewed and screened your volunteers, you are ready for the next step: onboarding and development. This stage conveys general information about HRPAs and specific information about the volunteer position.

Onboarding and development helps volunteers feel welcome, empowered and prepared. It also decreases chances of issues arising as a result of miscommunication.

Volunteers will know what is expected of them and what support they can expect from their peers, staff and the leadership team.

As part of the volunteer welcome experience, each volunteer will receive a key chain. The key chain illustrates they are key to the organizations success and an integral part of HRPAs.

Included in the onboarding should be safety orientation outlining how volunteers report an accident, seek first aid, etc.

HRPAs customer service accommodation plan should also be shared at this time.

Onboarding and development varies based on the type of volunteer role.

At the Provincial and Chapter Board level each Director is required to attend an annual Onboarding and Orientation session and successfully complete HRPAs Board or Chapter Board Governance Modules.



HRPAs Statutory Committee's require completion of HRPAs Adjudicative Modules.

Any mandatory training for volunteers is listed in the Volunteer Application online and open to all members.

Certificates of Completion are awarded for all HRPAs online modules. Prospective volunteers who have completed the modules but have not been assigned to a committee are listed as preferred candidates in the HRPAs database.

## 4. EFFECTIVENESS ASSESSMENTS

Effectiveness assessments benefit both HRPAs and volunteers, it encourages growth and self-improvement, and helps to mitigate potential risks.

Every two years HRPAs distributes a volunteer engagement survey. This provides committee chairs, members and staff with valuable feedback on the level of engagement with their volunteer group and any corrective actions are addressed and potentially added to work plans.



## 5. VOLUNTEER RECOGNITION PROGRAM

This is the final and perhaps most important stage of the volunteer cycle. As an organization we need to ensure our volunteers complete their roles knowing that their efforts were meaningful, constructive, and appreciated.

We are very fortunate to have so many people who give their time to HRPA on a voluntary basis, and are extremely grateful for their efforts.

At HRPA, we believe great organizations are built by great people and understand the value of a program that recognizes and rewards volunteers for their dedication and contributions.

HRPA's Volunteer recognition program recognizes that that all five elements of the volunteer cycle are integral to the success of the volunteer program.

The following steps are the formal recognition milestones recognized by HRPA:

1. Onboarding welcome
2. Online milestones through iVolunteer badge and or ribbons (2018)
3. End of term milestones (through chapter or chairs)
4. Chapter Awards of Excellence
5. Honourary Life Award
6. Celebratory Networking Event at Annual Conference
7. Celebratory end of year event at Committee of Chapter level

## CONCLUSION

HRPA's volunteers are the backbone of the Association. With over 1,200 volunteer positions across Ontario, conducting much needed work on behalf of the Association and the Profession.

The Associations Strategic Plan identifies volunteers as part of the foundational infrastructure of the HRPA. We believe that the success of our volunteer program is based on the successful implementation of the five elements previously identified:

1. Planning;
2. Recruitment and Selection;
3. Onboarding and Development;
4. Effectiveness Assessments; and
5. Recognition

Although each play an important role in volunteer engagement and the volunteer experience it is the roll out of the program as a whole that will make HRPA's volunteer program successful.



## IMPLEMENTATION

The following implementation plan will be rolled out to all Volunteers for the 2016/17 volunteer year. (In line with HRPA's revised People works timelines).

	ACTION	EXPECTED OUTCOME	TIMEFRAME
1	Planning	<ul style="list-style-type: none"> <li>• Process map the volunteer life cycle</li> <li>• Develop fit gap analysis for People Works web platform</li> <li>• Consultation with volunteers</li> <li>• Tailor appropriate application form and include training prerequisites (Part of consultation process will include input into reward and recognition strategies).</li> <li>• Develop applicable policies and procedures</li> <li>• Implement Volunteer profiles and web portals for boards and committees</li> </ul>	Complete Complete January 2016 February 2016  March 2016
2	Recruitment and Selection	<ul style="list-style-type: none"> <li>• Develop a web presence for volunteers</li> <li>• Once per year the HRPA 360 will include a roundup of committee news, including online communities and secure online portals. The information will serve the following purpose:               <ul style="list-style-type: none"> <li>- Provide useful information or announcements to members on potential volunteer opportunities</li> <li>- Highlight volunteer activity</li> <li>- Potentially be used as a tool to communicate regulatory decisions and highlight cases</li> <li>- Thank you message to volunteers from HRPA head office</li> <li>- Service level awards highlighted</li> <li>- New volunteers or in memoriam announcements</li> </ul> </li> </ul>	April 2016 (to coincide with volunteer week)
3	Onboarding and Development	<ul style="list-style-type: none"> <li>• HRPA's Adjudicative Modules will be updated and revised based on current policies</li> <li>• HRPA's Board and Chapter Board Governance Modules will be public record for all members</li> <li>• HRPA will develop online onboarding for specific groups of volunteers</li> </ul>	September 2016
4	Effectiveness Assessments	<ul style="list-style-type: none"> <li>• Currently re-evaluating the Associations Effectiveness Assessment tools</li> </ul>	January 2016
5	Volunteer Recognition	<ul style="list-style-type: none"> <li>• Announcement and implementation of HRPA recognition milestones</li> </ul>	April 2016

## RESOURCES

- Volunteer Toronto – Inspiration Blog for Volunteer Leaders
- Imagine Canada Sector Source: Volunteer Involvement
- A Matter of Design: Job Design Theory and Application to the Voluntary Sector
- The Canadian Code for Volunteer Involvement
- The Canadian Code for Volunteer Involvement: An Audit Tool.
- The 2012 Edition of the Screening Handbook
- A Guide to Volunteer Program Management Resources
- Facilitated Discussions: A Volunteer Management Workbook
- Rethinking Volunteer Engagement
- Volunteer Connections: Creating an Accessible and Inclusive Environment



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