



## Volunteer and Staff Roles

ISPE, like many nonprofit organizations, accomplishes its mission with and through the energies of many contributors. To ensure that the experiences of each person are as positive and productive as possible as they work together, it is important that everyone be clear about the roles and responsibilities for each person or group.

The Board of Directors has ultimate governance authority over the organization. In simple terms, this means the Board has fiduciary responsibility and responsibility for the trust that is understood to exist between the mission of ISPE and the stakeholders ISPE serves.<sup>1</sup>

<b>Board of Directors</b> Responsibilities as a Body <sup>2</sup>	
<i>Volunteer Led</i> <b>Volunteer Responsibilities</b>	<i>Staff Driven</i> <b>Staff Responsibilities</b>
<ol style="list-style-type: none"> <li>1. Determine the organization's mission and purpose</li> <li>2. Select the executive</li> <li>3. Support the executive, determine performance metrics and monitor her performance</li> <li>4. Ensure effective organizational planning</li>   <li>5. Ensure adequate resources by identifying industry trends, business leads, and relationships that can enhance the organization's opportunities</li> <li>6. Manage resources effectively, ensuring the annual budget and financial controls are in place</li>   <li>7. Determine, monitor, and strengthen the organization's programs and services</li>   <li>8. Enhance the organization's public standing</li>   <li>9. Ensure legal and ethical integrity and maintain accountability by establishing pertinent policies, adhering to provisions of the organization's bylaws and articles of incorporation, and clearly delegating hiring and managing employees to the executive</li> <li>10. Recruit and orient new board members and assess board performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide information and trends to inform Board decision-making</li> <li>2. Support the hiring process as requested</li> <li>3. Provide reports and data</li>   <li>4. Serve as the planning project facilitator, i.e., guide the process, provide timelines, generate/gather necessary information, and propose options for Board decisions</li> <li>5. Work in partnership with the Board to identify business opportunities and funding leads</li>   <li>6. Provide information, make recommendations and implement procedures consistent with financial controls enacted by the Board</li>   <li>7. Provide trend information, analysis, and recommendations on programs and performance</li> <li>8. Identify and recommend opportunities for Board participation or assistance in enhancing the organization's public standing</li> <li>9. Research and recommend bylaw updates, policies, and procedures for Board action; keep the Board aware of any matters which may result in legal action or a negative impact on the organization's reputation</li>   <li>10. Assist the Board in assessing gaps; provide support for the recruitment, election and orientation processes</li> </ol>

<sup>1</sup> Adapted from BoardSource's definition in "The Handbook of Nonprofit Governance"

<sup>2</sup> Adapted from BoardSource's "Ten Basic Responsibilities of a Nonprofit Board"

<b>Board of Directors</b> Responsibilities as Individuals <sup>3</sup>	
<b>Board Volunteer Responsibilities</b>	<b>Staff Responsibilities</b>
<ol style="list-style-type: none"> <li>1. Attend all board and committee meetings and functions, such as special events</li> <li>2. Be informed about the organization's mission, services, policies, and programs</li> <li>3. Review agenda and supporting materials prior to board and committee meetings</li> <li>4. Serve on committees and offer to take on special assignments</li> <li>5. Make a personal or organizational financial commitment to the organization</li> <li>6. Inform others about the organization</li> <li>7. Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization</li> <li>8. Keep up-to-date on developments in the industry</li> <li>9. Follow conflict of interest and confidentiality policies as well as the volunteer code of conduct</li> <li>10. Refrain from making special requests of the staff</li> <li>11. Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure Members are informed of event schedules</li> <li>2. Provide up to date information resources and consultation</li> <li>3. Ensure materials are prepared and made available prior to the meetings</li> <li>4. Support committee work by providing information and logistical assistance</li> <li>5. Assist Board Members in identifying opportunities that are in alignment with their personal or company goals</li> <li>6. Ensure Board Members have access to current, accurate information</li> <li>7. Assist the Board in assessing gaps; provide support and timeline for the recruitment, election and orientation processes</li> <li>8. Provide information and trend data; ask leading questions</li> <li>9. Provide the policies and consultation as to their interpretation as requested</li> <li>10. Provide clear information as to staff roles; refer special requests to the appropriate person if they occur</li> <li>11. Provide materials and information in a timely manner; provide consultation as needed</li> </ol>

**Other Volunteers**

ISPE’s structure provides for three main types of non-board volunteers. These are as follows:

- *Governance volunteers* assist the Board with its responsibilities as described above. These volunteers typically work on committees or groups that report to the Board, and their role is consultative in nature. Examples of governance groups include:
  - Executive Council
  - Nominating Committee
  - Finance and Audit Committee
  - Ad Hoc Board Working Groups
  - [Others to call out specifically?]

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<sup>3</sup> Individual responsibilities adapted from BoardSource’s “Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members”



- *Functional volunteers* assist the staff in carrying out the aspects of the Society’s business that rely on subject matter expertise or access to key audiences. These volunteers typically serve as subject matter experts and technical advisors in the development and delivery of ISPE’s products, services, and Member benefits. They are accountable to the staff leader managing the project, and the staff leader is the person ultimately responsible for successful project completion. Functional volunteers can serve in groups or as individuals.
  - *Examples of functional volunteer groups include COPs, the FOYA committee, the PCC, conference committees, and document teams*
  - *Examples of functional volunteer roles for individuals include ad hoc speaking, reviewing a document draft, item writing for the certification exam, judging the student poster competition and serving as an ISPE Ambassador in your place of employment*

<b>Functional Volunteers - Groups</b>	
<i>“Volunteer Expertise”</i> Responsibilities as a Body	<i>“Staff Accountability”</i> Staff Responsibilities in Support of the Group
<ol style="list-style-type: none"> <li>1. Review the group’s charge and complete the assigned deliverables on an annual basis. The charge/deliverables will be reflected the Society’s Strategic and Business Plans.</li>   <li>2. Create a meeting schedule and format that supports achieving the assigned goals and is aligned with the needs of the group Members.</li> <li>3. Work with assigned staff leaders to ensure ongoing alignment with the strategic and business plans.</li>   <li>4. Recommend criteria (needs/gaps) for recruiting new group members.</li>   <li>5. Recommend new members for appointment to the committee.</li>   <li>6. Adhere to ISPE’s policies, procedures and governance structure with respect to succession planning and term limits in groups where this applies</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with the Chair and group members to create project plans with timelines, milestones and completion dates consistent with the Board’s direction. Consistently manage the project so that timelines are met, and if obstacles are identified they are addressed in a timely manner so that the group’s charge and any deliverables are accomplished according to the plan.</li> <li>2. Consult regarding the feasibility of the proposed schedule and facilitate meeting arrangements</li> <li>3. Provide consistent information and updates regarding emerging issues and alignment so that plans/activities can be adjusted proactively</li> <li>4. Work with the volunteer development team to recruit prospective group members and assist the group in interviewing/screening these prospects as requested</li> <li>5. Ensure group recommendations are considered by the appropriate parties for approval</li> <li>6. Provide information and timelines to assist the group in succession planning</li> </ol>

<b>Functional Volunteers - Individuals</b>	
<i>“Volunteer Expertise”</i> Responsibilities as an Individual	<i>“Staff Accountability”</i> Staff Responsibilities in Support of the Volunteer
<ol style="list-style-type: none"> <li>1. Assess your knowledge and expertise; seek and accept only assignments for which you are qualified.</li> <li>2. Review your charge and complete the assigned deliverables by the due dates. Communicate proactively if circumstances develop that will compromise completion by the due date.</li> <li>3. Accept feedback from qualified peers and ISPE staff; make adjustments if requested.</li> <li>4. Work with assigned staff leaders to ensure ongoing alignment with the strategic and business plans.</li> <li>5. Adhere to ISPE’s policies, procedures and volunteer code of conduct.</li> </ol>	<ol style="list-style-type: none"> <li>1. Clearly define the knowledge, skills, and expertise required for each volunteer assignment.</li> <li>2. Work with the volunteer to create project plans with timelines, milestones and completion dates consistent with the ISPE Business plan. Consistently manage the project so that timelines are met, and if obstacles are identified they are addressed in a timely manner so that the group’s charge and any deliverables are accomplished according to the plan.</li> <li>3. Facilitate a content review process that ensures all material created for, and used by, ISPE is consistent with ISPE’s brand as a leader in knowledge development.</li> <li>4. Provide consistent information and updates regarding emerging issues and alignment so that plans/activities can be adjusted proactively</li> <li>5. Provide information regarding policies, procedures, and the code of conduct in a timely manner; consult as necessary with the volunteer regarding interpretation and application of these principles.</li> </ol>

- *Advisory volunteers* assist the staff in improving the Society’s business by sharing information from the Member point of view and/or from their experience as a Member of a market segment ISPE wishes to serve. Advisory volunteers can serve in groups or as individuals. They are accountable to the staff leader managing the project, and the staff leader is the person ultimately responsible for successful project completion.
  - *Examples of advisory volunteer groups include the Affiliate/Chapter regional councils and ad hoc focus groups formed from time to time*
  - *Examples of advisory volunteer roles for individuals include participating in surveys and individual teleconferences concerning a subject of mutual interest*

<b>Advisory Volunteers - Groups</b>	
<i>“Volunteer Expertise”</i> Responsibilities as a Body	<i>“Staff Accountability”</i> Staff Responsibilities in Support of the Group
<ol style="list-style-type: none"> <li>1. Review the group’s charge and provide advice on questions posed to the group as requested to support ISPE’s strategic/business plans.</li> <li>2. Work with assigned staff leaders to ensure the framework for considering the questions posed is in ongoing alignment with ISPE’s strategic and business direction.</li> <li>3. Recommend criteria (needs/gaps) for recruiting new group members as needed.</li> <li>4. Recommend new members for appointment to the committee.</li> </ol>	<ol style="list-style-type: none"> <li>1. Pose questions and provide necessary background information to elicit informed ideas and opinions from volunteer advisors</li> <li>2. Provide consistent information and updates regarding emerging issues and alignment so that advice and recommendations can be adjusted proactively</li> <li>3. Work with the volunteer development team to recruit prospective group members</li> <li>4. Ensure group recommendations are considered by the appropriate parties for approval</li> </ol>

<b>Advisory Volunteers - Individuals</b>	
<i>“Volunteer Expertise”</i> Responsibilities as an Individual	<i>“Staff Accountability”</i> Staff Responsibilities in Support of the Volunteer
<ol style="list-style-type: none"> <li>1. Assess your knowledge and expertise; speak only to questions for which you are qualified.</li> <li>2. Complete the assigned deliverables by the due dates. Communicate proactively if circumstances develop that will compromise completion by the due date.</li> <li>3. When applicable, consider input and questions from peers and ISPE staff; make adjustments to your own input if requested.</li> <li>4. Adhere to ISPE’s policies, procedures and volunteer code of conduct.</li> </ol>	<ol style="list-style-type: none"> <li>1. Clearly define the criteria (knowledge, skills, expertise or status) required for each volunteer assignment.</li> <li>2. Communicate requirements and due dates effectively. Consistently manage the project so that timelines are met.</li> <li>3. Facilitate a content review process that ensures the input of advisors is accurately represented.</li> <li>4. Provide information regarding policies, procedures, and the code of conduct in a timely manner; consult as necessary with the volunteer regarding interpretation and application of these principles.</li> </ol>