Certified in Volunteer Administration

2016 CVA CERTIFICATION HANDBOOK
September 2015

Contents

SECTION 1: General Information

DEVELOPMENT OF THE CVA CERTIFICATION

Executive leaders in nonprofit and government organizations increasingly understand that volunteers can be a critical strategic resource for delivering mission. Effective people management is imperative – whether they be paid or unpaid. As a result, employers expect that those individuals tasked with mobilizing and coordinating volunteer engagement demonstrate a thorough knowledge of effective practices and an understanding of how to apply that knowledge in support of real-world organizational priorities.

Certified in Volunteer Administration (CVA) is an international professional certification in the field of volunteer resources management. Sponsored by the Council for Certification in Volunteer Administration (CCVA), this credential recognizes practitioners who meet specified standards as measured through an examination developed by their peers. Successful candidates who earn the credential may use the designation "CVA." An international CVA registry is maintained and publicly available on the CCVA web site.

Unlike *certificate* programs that involve classes or courses, the CVA is a competency-based professional certification program. Intended for those with a strong foundation in volunteer administration, it is a self-study program that measures an individual's "knowledge-in-use" — the application of knowledge and skills as documented by a current competency framework. The certification process includes assessment of a candidate's ability to structure tasks, process ideas, and solve problems related to volunteer engagement.

CCVA also promotes the standards for volunteer resources management as stated in *Professional Ethics in Volunteer Administration* and views these principles as an essential part of one's competence in the field. Candidates for the CVA credential are required to affirm their intent to uphold these ethical standards.

CCVA is governed by a board of individuals with extensive experience in the field of volunteerism and volunteer resources management, many of whom bring the perspectives of a number of large national and international organizations which support this field. The board includes those who have earned the CVA credential as well as non-certificants. CCVA is a member of the Institute for Credentialing Excellence (ICE), and adheres to the standards set forth by the National Commission for Certifying Agencies (NCCA).

THE CCVA BODY OF KNOWLEDGE AND COMPETENCY

CCVA periodically conducts a Job Analysis study to ensure the body of knowledge remains current and relevant. Validated by hundreds of practitioners throughout the U.S., Canada and other countries, the 2014 Job Analysis confirmed the following seven competencies necessary to develop, support and sustain volunteer involvement.

Seven Competencies of Volunteer Administration
✓   Plan for Strategic Volunteer Engagement ✓   Advocate for Volunteer Involvement ✓   Attract and Onboard a Volunteer Workforce ✓   Prepare Volunteers for their Roles ✓   Document Volunteer Involvement ✓   Manage Volunteer Performance and Impact ✓   Acknowledge, Celebrate and Sustain Volunteer Involvement

Detailed lists of tasks, knowledge and skills related to each competency are located in the Appendix. This material serves as the basis for the CVA certification exam. More information about the 2014 Job Analysis and this competency framework is available on the CCVA website.

THE VALUE OF CVA CERTIFICATION

- **Certification offers credibility.** The CCVA is the only international entity that offers a professional credential for volunteer administrators. Certification serves as a third-party endorsement of knowledge and experience against industry standards in volunteer administration.

- **Certification can improve career opportunities and advancement.** The CVA can give practitioners the advantage when being considered for promotion and career opportunities. The CVA clearly identifies those who have demonstrated mastery of volunteer administration principles based on accepted best practices.

- **Certification demonstrates a high level of commitment to the field of volunteer administration.** The CVA is a clear indicator to employers and the community of an investment in one's own professional development.

- **Certification strengthens the profession's image.** The CVA credential demonstrates a commitment to competence by employers and makes one stand out as a role model in the profession.

- **Certification = achievement.** CVA certification requires the demonstration of experience and implementation of best practices as well as adherence to the highest ethical standards in volunteer administration.

- **Certification increases or validates skills and knowledge.** Achieving the CVA requires a commitment to study and self-reflection. Re-certification is required every 5 years, ensuring that certificants stay current with trends in the profession.

- **Certification builds self-esteem.** The CVA inspires increased confidence in the volunteer administrator's core competencies.

- **Certification offers recognition from colleagues.** CVA certification demonstrates leadership, and taking the extra step in one's professional career is respected by colleagues.

- **Certification supports continued professional development.** Re-certification requires continued learning and development, and rewards the mentoring of others in the profession.

- **Certification offers international networking opportunities.** The CVA designation provides a highly visible vehicle for peers to connect and network with one another through social media.

SECTION 2: Applying for the Exam

EXAM ELIGIBILITY

In order to be eligible to sit for the CVA exam, applicants must meet specific educational and work experience criteria at the time they submit their application. These requirements are outlined below:

- Applicants must document the equivalent of at least three years of full-time volunteer resources management experience. This experience may be in paid or non-paid positions.

- A minimum of 30% of an applicant's current position must be related to volunteer resources management. This may include roles related to training, consulting, teaching or other functions that build the volunteer-engagement capacity of individuals and/or organizations.

In addition to the application, applicants must also submit a resume and one letter of professional recommendation from a supervisor, colleague, or current CVA certificant who is familiar with the applicant's recent work with volunteers.

Note: Any eligible individual from any country may sit for the CVA exam. However, at this time CCVA publishes the CVA exam only in English.

APPLICATION FORM

The complete application form is included in the Appendix. An electronic fillable version is also available on the CCVA website.

APPLICATION DEADLINES & EXAM WINDOWS

There are two 2-week exam windows during the year when the CVA exam is offered. Applications are accepted on a continual basis, however there is a deadline for each exam window. Applications received after the testing deadline will be held for the next exam window.

Registration Opens for 2016: October 1, 2015	Exam Window #1: April 4-15, 2016	Exam Window #2: October 3-14, 2016
	Application Deadline: March 15, 2016	Application Deadline: September 15, 2016

FEES

- Regular Application Fee: $350 USD

- Member Discount Application Fee: $315 USD
  Individuals and/or organizations who are members of specific national or international organizations are eligible for this discount. See Application Form for details.

- Exam Re-Sit Fee: $95 USD

- CVA Renewal Fee: $175 USD   (Due every 5 years upon renewal.)

APPLICATION STEPS

- Complete the application form.
- Obtain one letter of professional reference.
- Submit your application, reference letter, and resume to CCVA (via email or postal mail)
- Pay the exam fee (via credit card on the CCVA website, or by mailing a check)
- Within 10 days of receipt, CCVA will send an email confirming you as a CVA candidate and authorizing you to take the exam. You may then proceed to schedule your exam with a testing center (see *Section 4* for details).

INCOMPLETE APPLICATIONS

Exam applicants who do not send all the required information and materials will receive an e-mail outlining what information is missing. The missing information must be submitted in order for the application to be complete and ready for consideration. Applications submitted after the application deadline for a specific exam window will be held for the next window.
NOTE: Payments are not required to accompany the application materials, but should be made within a few weeks of application.

APPLICATION DENIALS

An application will not be accepted, and/or the candidate's authorization to test may be denied or revoked, for any of the following reasons:

- Failure to meet the minimum eligibility requirements *(see Exam Eligibility)*.
- Application is incomplete (see *Incomplete Applications*).
- Falsification of information on the application.
- Misrepresentation of work experience or other information on the application.
- Violation of testing procedures (see *Exam Identification & Conduct Requirements*).

Candidates who fail to meet the minimum eligibility requirements will receive a full refund of the exam fee minus a $50 administrative fee. Candidates whose applications contain falsified or misrepresented information, or who fail to comply with an audit or violate testing procedures, forfeit all fees.

APPEALS

CCVA is committed to allowing applicants and candidates the opportunity to appeal decisions during the professional credentialing process. The Appeals Committee is responsible for handling all appeals and requests for refunds in a confidential, timely and fair manner. The party of last resort will be the CCVA Board of Directors.

All appeals must be submitted in writing (hard copy) to CCVA within 30 days of notification of denial of authorization to test, or receipt of exam results. CCVA will acknowledge receipt of all appeals in writing (electronic and hard copy) within 30 days of receipt of appeal. All appeals are confidential.

Please note that CCVA does not provide any information or feedback about topics or content missed on the CVA exam to candidates who do not pass.

CCVA will attempt to resolve all appeals within 60 days of receipt of appeal, and will communicate the decision in writing (hard copy) to the candidate. Appeals not resolved will be referred to the CVA Appeals Committee for resolution. Upon receiving written (hard copy) request from the candidate, staff will forward the file to the Appeals Committee, maintaining the confidentiality of the candidate's name. If the candidate has requested a hearing with the Committee, the Committee may conduct such a hearing via conference call. The Committee's decision will then be sent to the candidate in writing (hard copy).

If resolution is not reached, the decision will be referred to the CCVA Board of Directors. Upon receiving written (hard copy) request from the candidate, staff will forward the file to the Board of Directors, maintaining the confidentiality of the candidate's name. If the candidate has requested a hearing with the Board, the Board may conduct such a hearing via conference call. The Board's decision will then be sent to the candidate in writing (hard copy) and their decision will be final.

DATA CONFIDENTIALITY

Certification applications and candidates' performance on the CVA exam shall remain confidential unless otherwise stipulated by the candidate or as required by law. CCVA will release application and pass/fail information only to the applicant and only in writing. The exception to this is the published Registry of certificants that is made available to the public on the CCVA website. This statement does not preclude the publication of any certificant's name against whom disciplinary action has been taken.

REFUNDS

Refunds are provided to exam candidates as follows:

- Candidates who withdraw from the exam on or before the application deadline date will receive a full refund of their exam fees, minus a $50 administrative fee.

- Candidates who cannot take the exam because of medical or personal emergencies may submit a request for a partial refund of exam fees, or request a waiver to postpone their exam until the next testing window. Such requests will be reviewed on a case-by-case basis.

- Candidates will be considered "no-shows" and will forfeit all exam fees, if they:
  - ✓ fail to appear for the exam on the scheduled appointment date;
  - ✓ arrive at the testing center more than 15 minutes late after exam starting time, or without proper identification;
  - ✓ cancel an exam less than twenty-four (24) hours prior to the scheduled exam start time.

SECTION 3: Preparing for the Exam

EXAM DURATION and FORMAT

The CVA exam will be administered by computer by CCVA's testing vendor, Pearson VUE, with more than 5,000 testing centers in 165 countries. Candidates for the CVA exam have up to 2 hours to complete the test.

EXAM CONTENT

The CVA Exam is based on the CCVA Body of Knowledge and Competency, as detailed in the Appendix. The exam contains these types of questions:

- **Knowledge** - Knowledge questions recognize specific information and facts that do not vary by situation. Such questions are predominantly an effort of memory and include the recall of specific facts, generalizations, concepts, and procedures.

- **Application** - Application questions require comprehension, interpretation, or manipulation of concepts or data. They primarily test simple interpretations or applications of limited data. Questions may require recognition of more than one element or concept and the ability to apply knowledge to a specific situation.

- **Field-Test** - Field-testing gathers data on a new question's effectiveness before it can be included on future exams. This process facilitates CCVA's efforts to continuously improve all aspects of the certification program. Field-test questions will be interspersed randomly in the CVA Exam so that candidates do not know which they are. <u>Answers to field test questions will not count toward any part of the candidate's final exam score.</u>

All questions are equally weighted. All questions are multiple-choice, and candidates are expected to select the best answer from among the four options given. The number of questions in each competency area is shown below:

Competency	Number of Exam Questions
Plan for Strategic Volunteer Engagement	13
Advocate for Volunteer Involvement	15
Attract and Onboard a Volunteer Workforce	17
Prepare Volunteers for their Roles	14
Document Volunteer Involvement	13
Manage Volunteer Performance and Impact	16
Acknowledge, Celebrate and Sustain Volunteer Involvement	12
Field-Test questions – NOT counted in final score	10

NOTE: The questions on the CVA exam include several different job titles, including "Volunteer Administrator", "Manager of Volunteers", "Director of Volunteer Resources", and "Volunteer Coordinator." This is intended to represent the wide variety of titles used in this profession. For the purposes of this exam, these job titles are used interchangeably, and do not refer to specific levels of responsibility or authority.

PERSONAL PHILOSOPHY STATEMENT

CCVA recognizes the value of self-reflection as part of one's professional development journey. Candidates are encouraged to write a personal philosophy statement as they prepare for the CVA exam as a way to focus their thinking and form a professional identify. To embark on this exercise, consider the following questions:

- *Why do you do the work you do?*
- *What are the values that lie at the heart of your work in this profession?*
- *What motivates and sustains you? Where does your passion come from?*
- *How does your role as a leader of volunteers fit with who you are as a person?*

Take some time to dig deep – you may be surprised what emerges on paper!

CANDIDATE SUPPORT

CCVA offers a number of resources to support CVA candidates while they pursue certification. Current candidates are encouraged to visit the "CVA Candidates" section of the website to find information about these and other resources.

Self-Assessment: Because this is a self-study process, many candidates find it helpful to start by evaluating their level of knowledge and experience with each competency area. This can be a useful step to identify specific topics/tasks/knowledge that will benefit from additional reading or training. CCVA offers a free Self-Assessment tool to all CVA candidates; find it here.

Candidate Briefing: An optional webinar will be offered each year to review the basic requirements for the Exam, offer study tips, and address any questions you may have. All candidates will receive information about this opportunity. The webinar will be recorded and posted on the website, remaining accessible to all candidates throughout the year.

Listserve: Each year CCVA establishes a CVA Support listserv especially for current candidates. This provides an additional forum for questions and answers about the CVA content and process, as well as a vehicle for candidates to communicate with each other during preparation for the Exam. This type of listserv is common practice among professional credentialing programs, and many find it a helpful resource.

To access this year's Google Group you must have a Google account, search for the CVA Support 2016 group, and then request to join. The link is available in the "CVA Candidates" section of our website. To ensure the confidentiality of the testing process, the listserv will be de-activated immediately prior to each testing window, and reactivated after exam results are mailed.

Individual Support: Many candidates find it helpful to talk with a CVA who has already completed the credentialing process, or another current candidate. If you want assistance in connecting with those in your geographic area, or in similar types of settings, please contact the CCVA office by phone or e-mail.

REFERENCE MATERIALS

Candidates are encouraged to use the self-assessment process described above as a guide to identify which topic areas they need to focus on as they read and study. **The CVA exam is designed to assess the candidate's ability to apply the concepts of effective practice, rather than the memorization of information learned through direct study of any particular book or reference.** A variety of resources are listed here:

Volunteer Administration: Professional Practice. This textbook is published by CCVA and written by CVA practitioners and academics in both the United States and Canada. Available from CCVA. *The first and second editions were organized around the CVA core competencies established prior to 2014. A third edition, based on the new 2015 body of knowledge, will be available in Fall 2016. In the meantime, both earlier editions continue to be relevant and valuable study resources.*

Ellis, Susan. From the Top Down. (1996)
      Available from: www.energizeinc.com/store/

e-Volunteerism – The Electronic Journal of the Volunteer Community
      Available from: http://www.energizeinc.com/store/

Professional Ethics in Volunteer Administration.
      Download at: http://www.cvacert.org/professional.htm (free)

SAMPLE EXAM QUESTIONS

Several sample questions are provided in the Appendix. These will provide a sense of the format of CVA exam questions. Please note they are <u>not</u> intended as a study tool related to exam content, nor as an indicator of exam success.

STUDY GROUPS

There is a great deal of benefit to studying with others, especially those who work in a variety of settings and organizations. Usually two types of information are shared in study groups:

- Topic information from reference materials
- Informal study tips, support and general assistance

Anyone can organize a study group:

- Local Study Group: if there are others in your organization or community preparing for the examination this is your first, and probably best, option. Invite other colleagues or members of your local professional association to apply and go through the credentialing process with you.
- Electronic Study Group: identify others preparing for the examination who are willing to share ideas and information and to provide support by phone, fax, and/or email. Even though you are separated by distance, this can work effectively. Utilize the CVA Support listserv to find others who would like to team up with you long-distance.

If you are organizing a study group and would like more details about how this has been done effectively by previous candidates, please contact the CCVA office.

GENERAL STUDY TIPS

Remember that this is a generic exam. Your work and professional experience may vary a bit due to unique circumstances, but **the exam is designed to address generally accepted best practices**. As you develop a study plan that works for you; the following tips may be helpful:

- ✓ Think about study techniques that have helped you in the past. What challenges have you encountered that you need to consider now?

- ✓ Identify effective reading and note-taking techniques you have used or heard about. If you plan to try new techniques, allow enough time to master them.

- ✓ Outline each study session. Some ideas you may want to consider include:
  - Write study questions or scenarios for self-testing. Share these on the listserv or with a study buddy.
  - Use definitions and key terms to identify not only facts, but also concepts to review.
  - Identify topics that require additional study or discussion.
  - Prepare flash cards to capture terms, ideas, and other material that require additional study.

- Work with a partner or study group to teach each other. Discussing effective practice and management situations with others from settings different than yours will help you understand universal principles.

✓ Make a **realistic** study schedule. Space your studying and allow ample time for review. It is important to devote several weeks to reading your reference material. Previous CVA candidates report spending 40-50 hours preparing for the Exam.

✓ Determine how, when and where you study best. Take breaks, exercise, and keep your body and mind relaxed.

✓ There are no trick questions. There is only one correct answer for each question.

✓ There will be no country-specific material (such as statistics, laws, or regulations) used in the exam.

SECTION 4: Taking the Exam

EXAM SITES

The CVA exam is administered worldwide at Pearson VUE testing centers. For a current list of the testing center locations, visit the CVA examination section of the Pearson VUE website.

SCHEDULING AN EXAM APPOINTMENT

Once an application has been approved and the exam fee has been paid, the candidate will receive an authorization email. This email includes a 20-character PTI number, which is needed to schedule the exam.

A candidate may schedule his or her exam online or by phone.

- To schedule online, go to the CVA examination section of the Pearson VUE website and click on "Schedule Online." The candidate will be prompted to create a login and password and then schedule the exam.

- To schedule by phone, go to the CVA examination section of the Pearson VUE website and click on "Schedule by Phone" to find the phone number and hours of operation for the call center for the appropriate country. A customer-service agent will work with the candidate to find the most convenient testing center and time.

CVA candidates are urged to schedule exams as soon as convenient after application approval. The exam authorization is valid for one year from the date of approval; after that, it will be necessary to reapply and pay an additional application fee.

LANGUAGE

While the CVA exam is offered internationally at Pearson VUE testing centers, it is currently only available in English.

ADMISSION TO THE TESTING CENTER

Once a candidate makes an exam appointment, he or she will receive a confirmation email from Pearson VUE. The email confirms the address of the testing center. Candidates should arrive 15 minutes before the scheduled appointment. Late arrivals may not be accommodated; in that case, a candidate is considered a no-show and has to pay the re-testing fee to reschedule the exam.

Candidates need two forms of identification for admission: a primary ID and a secondary ID. The name that appears on the two forms of identification must match the name under which the candidate is registered with CCVA to take the exam. **Do not register under a nickname!** If a name change is needed, candidates must contact CCVA one week before the testing appointment to change the name on the record.

The following forms of identification are accepted as a primary ID:

- ✓ Government-issued driver's license
- ✓ State/national identification card
- ✓ Passport[†]
- ✓ Military ID[†]
- ✓ Alien registration card (green card, permanent resident visa)
- ✓ U.S. Passport card
- ✓ U.S. Dept. of State Driver's License

  [†] *The primary ID must contain a photo and signature unless the signature is embedded in the identification. When this occurs, the candidate must present another form of signature identification from the primary or secondary list.*

The following forms of ID are accepted as secondary ID:

- ✓ Any ID on the primary list
- ✓ Social Security card
- ✓ Credit/bank ATM card (signature required)

As part of Pearson VUE's test-security program, a palm-vein scan is required at some testing centers. An electronic signature and digital photo are required at all centers.

TESTING CENTER RULES

The exam administrator at the testing center will not allow test takers to take personal items – including reference materials and electronics – with them into the exam area. Although locker storage is normally offered, it is best not to bring large bags, jewelry, electronics, and the like to the testing center. Consideration will be made for comfort items such as pillows and tissues or medical necessities such as crutches; the exam administrator is required to inspect such items. Candidates will receive an erasable note board or a small notebook consisting of erasable and reusable pages for use during the exam. They are to be returned to the exam administrator at the completion of the exam. (See Pearson VUE's complete Rules Agreement.)

DISMISSAL

Any candidate who is observed engaging in any misconduct will be subject to dismissal from the examination, may be barred from future exams for a period ranging from one year to permanent dismissal, and may be required to forfeit his or her current exam fee and/or period of eligibility. Testing-center proctors or exam administrators are authorized to take immediate and appropriate measures against candidates who are caught violating testing rules. The candidate is entitled to appeal the dismissal determination through the formal appeals process.

INCLEMENT WEATHER

It is the policy of Pearson VUE to remain open whenever possible. However, if any candidate is unable to arrive at a designated examination site because of inclement weather, terrorist acts, a natural disaster, or other unforeseen emergencies beyond control of the candidate, the candidate will be allowed to take the next scheduled exam without being charged a retest fee. If for any reason the exam is unable to be administered, then the candidate will be given as much notice as possible, and the exam will be rescheduled within a reasonable period of time. Candidates may take the exam at the next administration without being charged a re-test fee. Candidates are responsible for any related expenses for re-testing.

ACCOMMODATIONS FOR TESTING

Reasonable accommodations for testing shall be provided at no cost to all candidates with special medical/learning needs who submit, with their examination registration, an Accommodation Request form along with appropriate medical documentation. All forms and requests should be submitted via email. CCVA will not reimburse costs associated with obtaining this documentation.

The Accommodation Request form is available in the Appendix section of this handbook.

CANCELLATION OR RESCHEDULING

The exam fee is refundable (minus US$50 processing fee) if the candidate notifies CCVA in writing that he or she no longer wants to take the exam. For exams that have been scheduled, a cancellation notification must be received <u>one week prior to the exam date</u>. To cancel an exam that has been paid for but not scheduled, notification must be given before the end of the one-year eligibility period.

Candidates may reschedule an exam (by phone or online) without penalty up to 24 hours before their appointment. Candidates may make a new appointment – without incurring a fee – then or at another time. If a candidate fails to keep an appointment without canceling on time, he or she will be considered a no-show and will forfeit the exam fee.

NO-SHOWS

A candidate who does not show up for an examination appointment without at least 24 hours' notice will be considered a no-show. Likewise, a candidate who arrives late and is not admitted, fails to present adequate identification, or refuses the Nondisclosure Agreement, will not be allowed to take the exam and will be considered a no-show.

A no-show is treated like a failed exam. No-shows will only be allowed to schedule a new exam appointment upon payment of the US$95 re-test fee.

EXTREME CIRCUMSTANCES

If a candidate has missed the examination due to emergency or hardship such as serious illness of either the candidate or an immediate family member, death in the immediate family, disabling traffic accident, court appearance or jury duty, or military duty, he or she will be permitted to reschedule the exam at no additional charge as long as the following requirement is met:

The candidate should notify CCVA by phone or email as soon as possible to explain the situation. If such notification is not made, the candidate will forfeit the full examination fee and be considered a no-show.

NONDISCLOSURE AGREEMENT

Sharing information can be a good thing, but not when it comes to examination content. When you take a CCVA exam, you agree to not disclose information in any format about exam questions and answers. This includes talking publicly about exam items in classes, on message boards, and/ or social media (e.g., Facebook). It also includes discussing exam material privately with your friends, clients, students, colleagues, supervisors, mentors, or coaches.

An exam appointment will last three hours. At the beginning of the exam, candidates have up to five minutes to agree to the Nondisclosure Agreement. If candidates do not agree to the Nondisclosure Agreement, they are not allowed to take the exam and also forfeit the exam fee. Please review the Nondisclosure Agreement (below) prior to taking the CVA exam.

Nondisclosure Agreement for CCVA Examinations

This examination is confidential and is protected by trade secrets law. It is made available to you, the examinee, solely for the purpose of becoming Certified in Volunteer Administration. You understand, acknowledge, and agree:

- that the questions and answers of the exam, including exhibits, are the exclusive and confidential property of CCVA, are protected by copyright, and are protected by CCVA's intellectual property rights;

- not to disclose the exam questions or answers, including exhibits, or discuss any of the content of the exam materials with any person without prior written approval of CCVA;

- not to remove from the examination room any exam material of any kind provided to you or any other material related to the exam, including, without limitation, any notes or calculations;

- not to copy or attempt to make copies (written, photographic, or otherwise) of any exam material, including, without limitation, any exam questions or answers;

- not to sell, license, distribute, give away, or obtain from any source other than CCVA. the exam materials, questions, or answers; that your obligations under this agreement shall continue to be in effect after the examination and, if applicable, after termination of your certification, regardless of the reason or reasons for termination, and whether such termination is voluntary or involuntary.

EXAM IRREGULARITIES

In accordance with CCVA's Professional Ethics Statement and the CCVA Certification Application, it is the policy of CCVA that any candidate or proctor who possesses, receives, or transmits examination materials in violation of the Test Guidelines is considered in breach of CCVA Certification policy. Such actions are strictly forbidden. This policy covers the time period before the examination and on-site during the examination and includes examination questions and materials in any form

CCVA reserves the right to take whatever measures are necessary, with a candidate or Proctor, to protect the integrity of its examinations. This could include, but is not limited to, exclusion from a current examination or future examination, decertification, loss of examination proctoring status, and suit for recovery of damages.

Examples of irregularities affecting the validity of scores, which would necessitate the withholding of scores pending further investigation, would include, but not be limited to the following:

1. Copying of answers from another candidate;
2. Permitting one's questions or answers to be copied;

3. Discussing the specific content of the examination with one or more fellow candidates, before, during, or after the administration of an examination;

4. Unauthorized possession, reproduction, recording, transmission or disclosure of materials or other information regarding the content of an examination before, during, or after the administration of an examination;

5. Other evidence indicating that the security of an examination had been compromised;

6. Improper or unauthorized use of a password;

7. Removing or attempting to remove exam material (in any format) from the testing area.

Upon analysis of all available information in such circumstances, CCVA will determine the validity of the examination scores in question and will notify candidates. If CCVA determines from all facts available that an irregularity has occurred it will take appropriate steps. Appropriate actions could include barring the candidate from any future exams, delaying the exam, invalidating the exam for a group or individual, revoking a certificate, or no action.

All candidates subject to such actions will be notified by email and written notice of any decision and provided an opportunity to respond in accordance with an appeal procedure established by CCVA.

EXAM SCORING PROCESS

The CVA Exam is based on current psychometric and testing standards. The test has been developed to be as valid and reliable as possible, and is based on generally accepted best practices in volunteer administration. Candidates will not have access to the test or to specific questions after the exam is taken, nor will they be told which questions they answered correctly.

The CVA exam is scored using the criterion-referenced standard. This is regarded as current best practice for all certification exams. The criterion-referenced standard means that everyone who scores at the passing score or higher will pass, and everyone who scores lower than the passing score will fail. It is the opposite of grading on a curve. In other words, it doesn't matter if you test with the most able group or the least able group – you must meet the criterion to pass (or passing score). The passing score is based on the set of questions on a specific test.

In order to ensure that the test maintains a constant level of difficulty, CCVA statistically equates the passing standard from one year to the next. For example, if next year's test is a little bit easier than this year's test, then candidates will need to answer more questions correctly than was required this year. The criterion to pass (or passing score), set by the CVA Test Committee and approved by the Board, is upheld through a statistical process of equating.

CCVA uses a Scaled Score Scale of 0 to 400, with a score of 300 required to pass. This scale has been approved by the CCVA Board. No scores are calculated until our expert psychometrician checks the statistical performance of every question. Even after all the previous work by the Test Committee, it may be that a question is interpreted differently by the various examinees – and the statistics will show a problem. After each exam the Test Committee reviews all questions

with unexpected statistical performance and decides if there was something vague or flawed in any question. If so, everyone is given credit for the question.

Next, the number of questions that each candidate answered correctly is calculated. No points are deducted for incorrect answers. (There is no penalty for guessing.) Finally, these raw scores (number of correct answers) are then converted to "scaled scores." Scaled scores have the same meaning for any CVA exam, no matter when it was taken. The scaling and equating processes yield comparable interpretations from year to year, even though each exam contains different sets of questions.

As with many certification programs, CVA test results are reported to candidates simply as Pass or Fail. Candidates who Fail are also given their scaled score results so they can have a general idea of how much better prepared they need to be to pass the next exam. For example, a candidate might be told that her score was 289 points out of a possible 400, with 300 required to pass.

After the verification that each of the questions is statistically error-free and will count towards the examinees' scores, AND the standard to pass is statistically equated to the criterion set by the Test Committee and approved by the Board, then test results are final and candidates are notified in writing.

CCVA is concerned with reporting only valid scores. On rare occasions, circumstances may invalidate test scores. CCVA retains the right to cancel or withhold any exam scores. Invalid scores fall into two categories:

a) Doubts may be raised by the examination administrator or another candidate of suspected misconduct or cheating by a candidate. Candidates are expected to cooperate with any investigation to determine if the score is invalid.

b) In rare instances, there may be a problem with the examination materials or the test site. Such situations will be investigated and a determination made.

In addition, CCVA may cancel or invalidate any candidate's score if, upon investigation, violation of the testing procedures is established.

NOTIFICATION OF RESULTS

Candidates will not receive their test results on-site upon completion of their examination. Official results, which are issued by CCVA will be sent via hard copy mail within 30 days after the exam. Results will not be given by telephone, fax, or e-mail.

Candidates who pass the CVA exam will be awarded the credential and receive their certification packet. No numerical score is given to those pass the exam.

Candidates who do not pass the exam will receive a letter with their scaled score and may schedule an appointment to re-take the exam in a future testing window and pay the re-test fee.

SECTION 5: Certification Renewal

CVAs must participate in ongoing professional development to maintain their credentialed status. Upon earning the CVA credential, this certification remains valid for the next five (5) years.

The basic CVA recertification credit is the Professional Development Unit (PDU). CVAs must earn 35 PDUs per five-year recertification cycle. PDUs may be earned through a wide variety of activities that promote continued learning, professional development, or leadership in the field of volunteer resources management. Only activities focused on volunteer administration and related topics will be considered eligible for credit toward CVA renewal. Personal development activities will not qualify, nor will activities which are required as part of one's job. Activities eligible for PDU credit include:

- Workshops, seminars, conferences
- Post secondary education, degrees in related fields
- Certification in related fields
- Self-study applied readings
- Published writing
- Public speaking, teaching, consulting
- Volunteer activity
- Service on a CVA committee or task force
- Successful passing of another CVA Exam

All 35 PDUs must be earned during the current cycle and PDUs cannot be carried over to the next cycle. In addition to earning PDUs, each recertification candidate must submit a reflection essay and re-commit to honor professional ethics.

CVAs requesting renewal must pay a modest fee when submitting their renewal packet. Check the CCVA website for the current rate.

APPENDIX

CCVA Body of Knowledge and Competency Framework

CVA Exam Application

Accommodation Request Form

Sample Exam Questions

2015 CVA Competency Framework

To view the complete CCVA Body of Knowledge and Competency Framework, please visit:

Volunteer Management Competencies and Tasks

A. Plan for Strategic Volunteer Engagement

1. Assess organizational needs and opportunities for volunteers

2. Promote organizational readiness (e.g., commitment, capacity, competency)

3. Research and analyze related programs and services

4. Develop goals and objectives for volunteer services

5. Develop policies and procedures for volunteer services

6. Develop supporting tools and resources for volunteer services (e.g. forms, databases)

7. Develop evaluation plan for volunteer services

8. Develop risk management plan for volunteer services

9. Establish benchmarks for volunteer services

10. Implement evaluation plan for volunteer services

B. Advocate for Volunteer Involvement

11. Design communication plan for volunteer services

12. Implement communication plan for volunteer services

13. Evaluate communication plan for volunteer services

14. Inform stakeholders of volunteer service opportunities

15. Enlist stakeholders in promoting volunteer service opportunities

16. Develop volunteers as advocates

17. Advocate for volunteer services (to stakeholders and community)

18. Cultivate stakeholder and partner relationships

19. Collaborate with stakeholders

C. Attract and Onboard a Volunteer Workforce

20. Identify current needs for volunteers

21. Develop volunteer position descriptions

22. Develop performance objectives for volunteer roles

2015 CVA Competency Framework

23. Design recruitment strategy for volunteers

24. Implement recruitment strategy for volunteers

25. Respond to volunteer inquiries

26. Select applicants for interviews

27. Conduct applicant interviews

28. Administer screening process

29. Match volunteers with assignments

30. Evaluate placement of volunteers

31. Evaluate recruitment strategies

D. Prepare Volunteers for their Roles

32. Develop volunteer orientation and training plans

33. Design orientation for volunteers

34. Conduct orientation for volunteers

35. Provide role-specific training

36. Support on-going development of volunteers' skills

37. Evaluate volunteer orientation

38. Evaluate volunteer training

E. Document Volunteer Involvement

39. Obtain permission to share volunteer information

40. Establish secure storage for volunteer records

41. Create volunteer files

42. Maintain volunteer records (such as hours, activities, personal information)

43. Update external screening processes

44. Generate statistical reports on volunteer services

45. Archive, destroy, or delete volunteer records

46. Contribute to budget process

47. Monitor resources that support volunteer engagement (financial, physical, human)

2015 CVA Competency Framework

To view the complete CCVA Body of Knowledge and Competency Framework, please visit:
http://cvacert.org/cva-candidates/

48. Provide information to support funding requests

49. Maintain records on partnership and stakeholder contacts and relationships

50. Maintain partnership agreements

F. Manage Volunteer Performance and Impact

51. Train staff to work with volunteers

52. Monitor progress on volunteer performance objectives

53. Delegate tasks to volunteers

54. Supervise volunteers

55. Coach volunteers

56. Conduct volunteer performance reviews

57. Provide feedback to volunteers

58. Conduct corrective action procedures

59. Conduct exit interviews/surveys

G. Acknowledge, Celebrate and Sustain Volunteer Involvement

60. Develop volunteer recognition plan

61. Implement volunteer recognition plan

62. Develop retention plan

63. Assess volunteer satisfaction

64. Monitor retention plan

65. Provide references for volunteers

66. Evaluate recognition plan

67. Evaluate retention plan

2015 CVA Competency Framework

To view the complete CCVA Body of Knowledge and Competency Framework, please visit:
http://cvacert.org/cva-candidates/

Enabling Knowledge and Skills

Competent performance of the tasks listed above requires a wide variety of knowledge and skills, including:

Knowledge Of:	Ability To:
Budget and Financial Analysis	Use Interpersonal Skills to Build Relationships
Collaboration Principles and Tools	Ensure a Fair and Inclusive Work Environment
Communication Methods and Principles	Develop and Disseminate Written Communications
Community Needs	Analyze Work and Delegate Tasks
Volunteer Motivations	Facilitate Training Activities
Evaluation	Share Stories to Illustrate a Point
Ethics	Present to Groups
Goal and Objective Setting	Analyze Data and Make Recommendations
Human Resource Laws	Convey Enthusiasm for Volunteerism
Training Design	Resolve Conflict
Marketing	Motivate Others
Needs Assessment	
Partnership Development	
Policies and Procedure Development	
Project Management	
Public Relations	
Record Keeping	
Recruitment Principles and Strategies	
Research Methods	
Risk Management	
Strategic Planning	
Screening and Placing Volunteers	

Certified in Volunteer Administration
2016 APPLICATION

See 2016 *CVA Certification Handbook* for application deadlines

Submission Requirements: This is an electronic fillable form. The completed application form and other required materials must be submitted at the same time. Incomplete applications will not be accepted. Materials may be emailed to execdir@cvacert.org, or printed and mailed to: CCVA, P.O. Box 467, Midlothian, VA 23113 USA.

NAME: _____

Must match government-issued ID in order to gain access to testing center.

PREFERRED EMAIL: _____

PHONE NUMBER: *provide at least one* Mobile: _____

Work: _____

Home: _____

PREFERRED MAILING ADDRESS:
Your score report and/or credential certificate will be mailed to this address

Please indicate whether this is a ☐ Work - *or -* ☐ Personal address

Title (if applicable): _____

Organization (if applicable): _____

Street: _____

City: _____ State/Province: _____ Zip/Postal Code: _____

Country: _____

RESUME: Please submit a copy of your resume with this application.

LETTER OF PROFESSIONAL RECOMMENDATION:
- ☐ One letter must be submitted with the application.
- ☐ The letter must be from a current or recent supervisor, a current CVA, or a professional colleague familiar with applicant's leadership and management of volunteers.
- ☐ The content of the letter should include:
    - ✓ Brief summary of the relationship to or history with the applicant
    - ✓ Brief description of two to three specific examples of the candidate's effectiveness as a leader and manager of volunteer engagement
- ☐ The letter must be signed, and not exceed two pages

DOCUMENTATION OF ELIGIBILITY: Applications for certification require candidates to document activity in three categories. Points are awarded for various types of activity, with a minimum requirement for each category:

- ☐ *Education* = must document at least 15 points
- ☐ *Professional Experience* = must document at least 40 points
- ☐ *Application of Core Competencies* = must document at least 25 points

Candidates must document a <u>total minimum number of 80 points</u> in order to be approved to take the CVA examination.

Please complete the table below to summarize your activity and points earned in each category.

EDUCATION (15 points minimum)	POINTS EARNED	DATES / DETAILS / EXPLANATON
Academic Degrees and Diplomas: may be in any field, and points are cumulative. ▪ Associate's degree/diploma = 5 points ▪ Bachelor's degree/diploma = 10 points ▪ Post-graduate degree/diploma = 15 points		
Informal or Continuing Education: related to leadership, volunteer administration, human resources, or other relevant topics *within the past 5 years*. Each hour of attendance at conference session, workshop, or webinar = 1 point Certificate from non-educational institution = 5 points		
Teaching: related to leadership, volunteer administration, human resources, or other relevant topics *within the past 5 years*. Each hour spent teaching educational conference sessions, workshops, or webinars = 3 points		
Authoring: related to leadership, volunteer administration, human resources, or other relevant topics *within the past 5 years*. (*Blogs and other writing as part of job requirements are not applicable.*) ▪ Article in professional journal = 5 points ▪ Book chapter = 5 points ▪ Complete book = 10 points		

PROFESSIONAL EXPERIENCE (40 points minimum)	POINTS EARNED	DATES / DETAILS / EXPLANATON
CVA candidates must have a minimum of the equivalent of three years of fulltime experience related to volunteer administration. This experience can be a combination of several part-time positions, and can include both paid and non-paid roles. Each 6 months of volunteer administration experience = 5 points		
At least 30 percent of current position is related to volunteer administration = 10 pts.		

PROFESSIONAL PRACTICE (25 points minimum)	POINTS EARNED	DATES / DETAILS / EXPLANATON
CVA candidates must have some basic practical experience in at least five (5) of the seven (7) core competencies. Each competency = 5 points. Please provide one brief example of your experience with at least one task in each competency area. *See Candidate Handbook for specific tasks included in each competency.*		
Plan for Strategic Volunteer Engagement		
Advocate for Volunteer Involvement		
Attract and Onboard a Volunteer Workforce		
Prepare Volunteers for their Roles		
Document Volunteer Involvement		
Manage Volunteer Performance and Impact		
Acknowledge, Celebrate and Sustain Volunteer Involvement		

GENERAL INFORMATION: *CCVA collects this information to assist with our tracking of candidate demographics and marketing. Information provided is <u>not</u> used to determine eligibility for the CVA certification exam.*

How did you hear about this certification?

- ☐ Local/regional/national professional association
- ☐ Workplace co-worker or supervisor
- ☐ Internet search/social media
- ☐ National or international conference
- ☐ Peer or colleague
- ☐ Other: _____

What percentage of your time is spent on volunteer management/leadership?

☐ Less than 30%   ☐ 30 – 50%   ☐ 51-75%   ☐ 76 – 100%   ☐ N/A

How many volunteers are engaged in your organization annually?

☐ Less than 100   ☐ 100-500   ☐ Over 500   ☐ N/A

Setting/Industry: From the list below, please select the ONE category that best describes the <u>primary</u> mission of your organization.

- ☐ **Arts, Culture & Events** (art services, museums, orchestra, historical society, theatre, rodeo, convention bureaus, airport visitor center)
- ☐ **Association** (professional, trade, national or international groups representing specific type of members)
- ☐ **Animals** (humane society, zoos, aquariums, animal centers)
- ☐ **Corporate / For Profit Business**
- ☐ **Cooperative Extension** (4-H, Extension Service, County Extension)
- ☐ **Community Development** (community development corporations, neighborhood associations, grassroots organizing/advocacy)
- ☐ **Education & Schools** (school district, public library, Communities in Schools, library districts, city schools, college, school department, training resource center, athletic foundation)
- ☐ **Faith** (churches, religious institutions)
- ☐ **Health Care** (hospitals, clinics, blood services, disease-focused associations, rehabilitation services)
- ☐ **Hospice** (hospice programs, palliative care organizations)
- ☐ **Human Need Services** (food bank, American Red Cross, United Way, community services, legal services, Goodwill, Habitat for Humanity, Meals on Wheels, multi-faceted human services, housing, Salvation Army)
- ☐ **Natural Resources and Environmental** (state & local parks, nature centers, botanical garden, conservation groups, city beautification, science center, horticulture society, fish & wildlife, recreation)
- ☐ **Public Safety/Military** (police, fire & rescue, National Guard family programs, military family support)
- ☐ **Senior Focused Services** (AARP, adult center, council on aging, RSVP, retirement communities, senior centers)

- ☐ **Youth Focused Services** (CASA, Camp Fire, Big Brothers Big Sisters, children's museum, youth collaborative, child care centers, Foster Grandparent, Scouts, juvenile justice programs)
- ☐ **Volunteer Infrastructure** (Volunteer Centers, Hands On programs , volunteer management consultant, commission for community service, trainers/educators in volunteerism, cross-sector government office supporting volunteerism)
- ☐ **Not Applicable** (Not currently affiliated with an organization)

CCVA PRIVACY POLICIES:

- Personal information on this form is collected in accordance with applicable privacy legislation and will be used to maintain candidate records, the public registry of CVA certificants, and to compile contact information for E-bulletins and networking supports.
- Contact information (e.g., phone number, e-mail address, mailing address) for <u>CVA candidates and CVA certificants</u> will not be shared with or sold to any other organization or third party.
- Exam score reports will only be provided to candidates in writing and by postal mail. This information will be maintained as confidential, and will not be disclosed to other individuals without the candidate's written permission.
- A public registry of all <u>CVA certificants</u> is maintained on the CCVA website, to include the certificant's name, date of CVA award, expiration date, recertification date, and expiration status.
- Contact information for <u>current CVA candidates</u> will be shared with other candidates upon request, for the sole purpose of promoting networking and mutual support.

By signing below, I understand and agree to the CCVA privacy policies and terms.

Signature:_____ Date:_____

STATEMENT OF ACCOUNTABILITY, ETHICS AND CONFIDENTIALITY

I attest that all information on this application is true and correct.

I have read and agree to abide by the policies and procedures outlined in the CVA Certification Handbook.

I have read and agree to uphold the principles of Professional Ethics in Volunteer Administration (see publication on CCVA website).

I agree not to share the specific content of CVA Exam questions with other candidates, colleagues, trainers or friends. I understand my responsibility to maintain the security of this Exam.

I understand CCVA reserves the right to take whatever measures are necessary to protect the integrity of its examinations and the credibility of the CVA credential.

Signature:_____ Date: _____

FEES AND PAYMENT: Please indicate which fee you are paying. Membership may be verified to confirm eligibility for discounts.

☐ Regular fee: **$350 US**

☐ Member Discount fee: **$315 US**
Please check which membership you are claiming

    ☐ Association for Leaders in Volunteer Engagement (AL!VE)
    ☐ Habitat for Humanity International
    ☐ National Association of Volunteer Programs in Local Government (NAVPLG)
    ☐ Points of Light/HandsOn
    ☐ Volunteer Management Professionals of Canada (VMPC)
    ☐ Volunteer Canada
    ☐ VolunteerMatch

TOTAL AMOUNT DUE: $ _____ (USD)

PAYMENT OPTIONS:

    ☐ **Check:** Make checks payable to CCVA. All checks and money orders must be in USD. You are responsible for any service fees incurred by returned checks.

    ☐ **Credit Card:** Credit card payments are accepted electronically via PayPal on the CCVA website at www.cvacert.org.

    ☐ **Purchase Order:** Please attach.

    ☐ **Please email an invoice to:**

    _____

    _____

    _____

    _____

Request for Special Accommodations

Professional Documentation: This form must be completed by an appropriate professional to ensure CCVA is able to provide the required test accommodations. Include an explanation of the nature of the candidate's disability and the appropriate accommodation.

The applicant discussed with me the nature of the test to be administered. It is my opinion that because of this applicant's disability s/he should be accommodated by providing special arrangements as indicated.

Name: _____

Title: _____

Phone: _____

Signature: _____

Date: _____

Sample Exam Questions

The following 15 questions provide a realistic sample of the format and content you will find in the CVA Exam. They are NOT intended as a major study tool because there are only a few questions, nor do they serve as an indicator of whether or not you will pass the actual CVA Exam.

The correct answers are provided at the end of this document.

_____

1) Many managers at your organization are resistant to supervising volunteers. Which of the following actions will best ease the anxiety of these managers?

    A) Ask your supervisor for advice
    B) Evaluate managers on their volunteer supervisory skills
    C) Convene a brainstorming session with executive management
    D) Provide periodic training on the subject of volunteer supervision

2) In an effort to effectively manage her program's risk, a Manager of Volunteers creates and implements a thorough screening process for new volunteers, including application, interview, reference and background checks. In addition, all volunteers must attend an evening orientation as well as a daylong training session. The Manager of Volunteers expects this process will help find the quality volunteers she is looking for. However, she finds that many people do not complete the screening process. What is the most effective step she can take to increase the number of volunteers who complete the screening process?

    A) Simplify the screening process for all volunteers
    B) Combine the orientation and training classes into one session
    C) Leave the process alone, maintaining quality of volunteers over quantity
    D) Modify the screening procedure based on the position description of each volunteer job

3) When using outcome-based evaluation, an example of an "accomplishment" is the

        A) number of volunteers.
        B) number of clients served.
        C) hours contributed by volunteers.
        D) financial resources invested in the program.

4) The Mentoring Program Coordinator has been asked by the Director to write a grant for additional money to fund recreational trips. The grant request must include the benefits of the project to be funded. The Coordinator decides to include personal accounts of the successes of some of the pilot outings. Which of the following evaluation methods would best provide this type of information for the grant proposal?

        A) Case studies provided by the mentors and children in the program.
        B) Surveys that ask the children in the program to rank their favorite trips.
        C) A budget analysis on the cost per child you saved each trip by utilizing group discounts.
        D) A report from a consultant on the effectiveness of the program's partnerships with cultural organizations.

5) An advantage of a centralized approach to volunteer management is that it

        A) avoids duplication of effort.
        B) requires all staff to work with volunteers.
        C) accommodates large numbers of volunteers.
        D) is an effective way to start a pilot volunteer program.

6) The primary reason to conduct a program evaluation is to:

        A) support requests for program funding.
        B) raise the profile and credibility of the program.
        C) promote the program on volunteer recruitment sites.
        D) determine if the goals of the program are being adequately met.

7) When evaluating the effectiveness of a volunteer program, the best source of information for the Manager of Volunteers is

        A) the total volunteer hours donated for the year.
        B) the number of volunteers involved in the past year.
        C) an annual questionnaire distributed to volunteers, clients and staff.
        D) discussion with other managers, the executive director and board members.

8) Staff in a child welfare agency are reluctant to utilize volunteers in roles beyond clerical tasks for fear of risk to the clients they serve. What is the first step the Executive Director should take to improve staff cooperation in utilizing volunteers?

    A) Conduct a volunteer - staff climate assessment
    B) Provide staff training in volunteer supervision
    C) Identify new employees who have successful experience working with volunteers
    D) Include "supervision of volunteers" into appropriate staff job descriptions with positive sanctions for staff who work well with volunteers

9) Successful partnerships between nonprofits (NGOs) and businesses begin by

    A) defining shared goals.
    B) establishing a budget.
    C) marketing community impact.
    D) promoting the mission of each.

10) A new Manager of Volunteers is hired to begin involving volunteers in the organization. Volunteers will be placed in positions that will be directly supervised by staff. The best method of ensuring success is to

    A) implement the program quickly.
    B) invite volunteers to attend staff meetings.
    C) provide staff training on volunteer supervision.
    D) present information to staff at departmental meetings.

11) To effectively prepare a nonprofit (NGO) organization for a successful collaboration, the Manager should

    A) ensure the partner has sufficient funding to support the project.
    B) work only with partners who understand nonprofit issues.
    C) anticipate and develop strategies to mitigate challenges.
    D) develop professional partnerships quickly.

12) A Volunteer Resource Manager presents a newly developed volunteer handbook to the agency Director for review and approval. The Director observes that most volunteer policies are identical to policies in the staff handbook, and questions this. Which of the following ethical principles is best demonstrated by the format of the handbook?

    A) Equity
    B) Efficiency
    C) Excellence
    D) Effectiveness

13) A long-term volunteer assigned to provide one-on-one emotional support to clients starts arriving late and missing scheduled appointments. Previously, the volunteer has been very reliable. The Director of Volunteer Services learns about the volunteer's recent behavior at a staff meeting, when a very frustrated staff member complains about the overall quality of the organization's volunteers. Other staff join the discussion and share their concerns about working with volunteers.

    In this situation, it is imperative that the Director of Volunteer Services

    A) minimize the staff's concern.
    B) not take the criticism personally.
    C) give the staff a sense of individual control over the situation.
    D) reinforce that the benefits of involving volunteers outweigh the challenges.

14) Prior to marketing a volunteer program, it is most important to understand the

    A) local public politics
    B) organization's culture.
    C) Board of Directors' wishes.
    D) volunteer department's budget.

15) What is the most important reason for developing volunteer program policies?

    A) To ensure that volunteers remain on active status
    B) To make sure each volunteer receives orientation
    C) To address risk associated with volunteering
    D) To improve staff-volunteer teamwork

4

ANSWERS:

1. D
2. D
3. B
4. A
5. A
6. D
7. C
8. A
9. A
10. C
11. C
12. A
13. D
14. B
15. C