# Appendix B - Volunteer Competency Framework

This document provides an overview of the competencies and skills required for successful volunteer participation. Having volunteers with the right behaviors and skills is critical to the Society's continued success and will help ensure a positive volunteer experience.

A competency is a set of measurable behaviors that result in distinguished performance. Competence comes from one's experience, attitude, knowledge, and beliefs. The competencies below are grouped into four domains, with a summary definition provided for each domain.

As a volunteer progresses through the HRS Volunteer Tracks (Contributor, Leadership, Presidential), new competencies and skills evolve. Definitions of all competencies and skills, and the tracks in which there are both introduced, are provided.
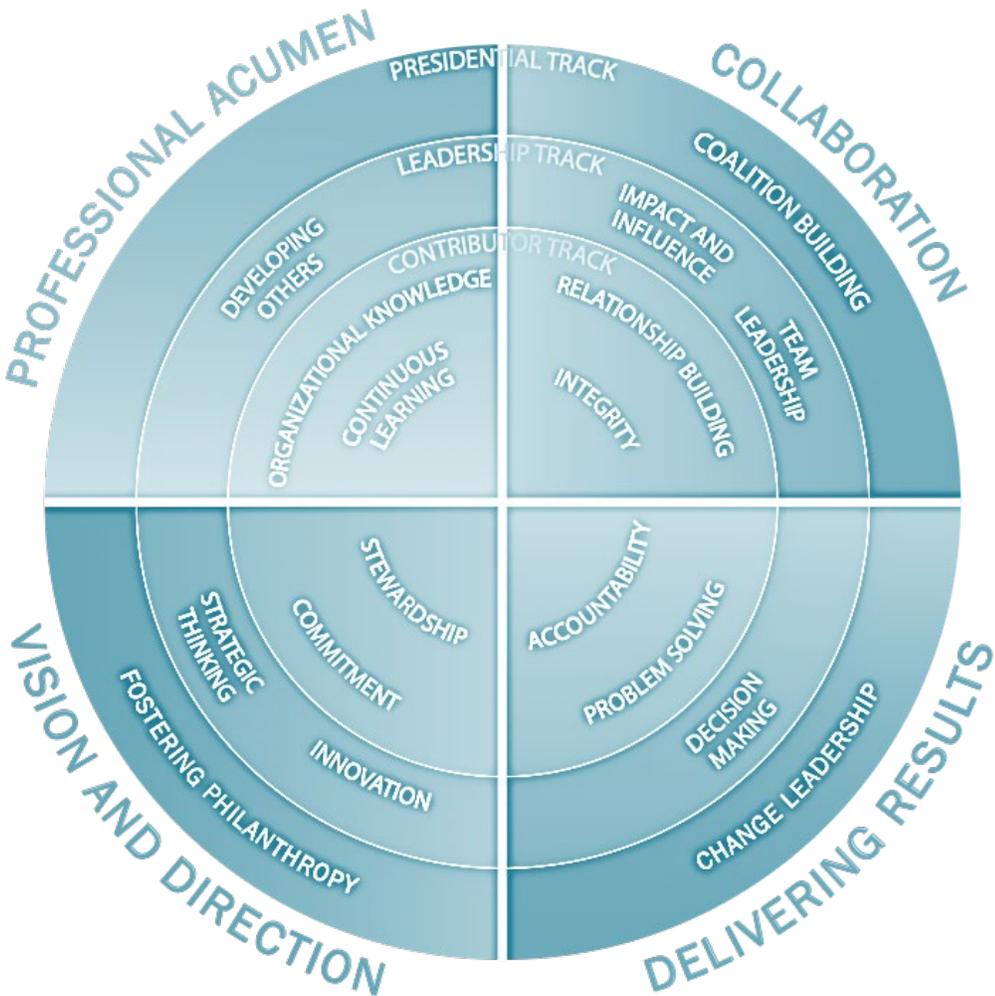
Competency and Skills Definitions

Competencies

Domain 1: Professional Acumen		
The three competencies within the Professional Acumen domain focus on the development and utilization of EP and organizational knowledge to support the mission of the Society.		
Competency	Track	Definition
CONTINUOUS LEARNING	Contributor	Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on and learn from experiences.
ORGANIZATIONAL KNOWLEDGE	Contributor	Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
DEVELOPING OTHERS	Leadership	Develops the ability of others to perform and contribute to the Society by providing ongoing feedback, coaching and opportunities to learn through formal and informal methods.

Domain 2: Collaboration

The five competencies within the Collaboration domain support the building and strengthening of trusting relationships with volunteers, members, staff, and other key stakeholders and allow the Society to successfully achieve organizational goals and priorities.

Competency	Track	Definition
INTEGRITY	Contributor	Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
RELATIONSHIP BUILDING	Contributor	Works collaboratively with others to develop positive working relationships to achieve the shared goals of the Society.
IMPACT AND INFLUENCE	Leadership	Gains support and buy-in and motivates others to act in the best interest of the Society.
TEAM LEADERSHIP	Leadership	Effectively manages and guides group efforts, and provides an appropriate level of feedback concerning group progress.
COALITION BUILDING	Presidential	Builds strategic relationships internally and with key external stakeholders to achieve common goals.

Domain 3: Delivering Results

Proficiency in the competencies within the Delivering Results domain promotes action and results in an ever-changing environment. These competencies reflect the ability to solve challenging problems and make rational and deliberate decisions.

Competency	Track	Definition
ACCOUNTABILITY	Contributor	Accepts full responsibility in meeting expectations.
PROBLEM SOLVING	Contributor	Identifies and analyzes problems and evaluates alternate solutions and makes recommendations in the best interest of the Society.
DECISION MAKING	Leadership	Evaluates available information and resources to develop effective and viable solutions that meet the goals of the committee and Society at large, often with limited information and under tight deadlines.
CHANGE LEADERSHIP	Presidential	Leads and manages change within the organization to meet the strategic goals of the Society. Establishes a vision for the organization in an ever-changing environment.

Domain 4: Vision and Direction

Proficiency in the five competencies within the Vision and Direction domain results in the ability to be future thinking, committed, and creative in developing and implementing a vision for the Society.

Competency	Track	Definition
STEWARDSHIP	Contributor	Efficiently utilizes the resources of the Society to make informed decisions. Communicates decisions in an effective manner to stakeholders.
COMMITMENT	Contributor	Serves the needs of the Society and the EP profession. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.
INNOVATION	Leadership	Addresses the future needs of the Society and stakeholders through creative problem solving, informed risk-taking, and fostering new ideas.
STRATEGIC THINKING	Leadership	Formulates objectives and priorities and implements plans that support the long-term interests of the Society. Takes advantage of opportunities and manages risks.
FOSTERING PHILANTHROPY	Presidential	Articulates and champions a culture of giving in support of the Society.

Skills

Contributor Track

Attention to Detail	Accomplishes a task thoroughly. Monitors and checks work and plans and organizes time and resources efficiently.
Subject Matter Expertise	Applies in-depth specialized knowledge, skills and judgment to accomplish the goals of the committee and/or the Society.
Willingness to Serve	Demonstrates a strong commitment, interest, and desire to serve the Society. Makes the time to actively contribute and participate.

Leadership Track

Coaching	Possesses the ability and desire to coach others in interpersonal skills, HRS processes, and issue management.
Communication	Demonstrates strong verbal and written skills. Understands, complies with, and appropriately communicates relevant HRS policies and processes.
Conflict Resolution	Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
Consensus Building	Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all parties.
Financial Acumen	Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
Group Dynamics	Enables cooperative and productive group interactions.
Networking	Actively expands professional networks; leverages networks for HRS support.
Professional Stature	Maintains broad-based clinical knowledge and experience. Holds strong professional credibility and reputation within or outside of HRS.

Presidential Track	
Executive and Board Assessment Experience	Develops and accesses performance of CEO and Board members. Partners with CEO on executive level succession planning needs.
Governance Experience	Has served on a Board, committees and task forces.
Institutional Knowledge	Possesses in-depth understanding of HRS history, policies and processes.
International Positioning	Actively expands international networks; leverages networks to support HRS financially, strategically and collaboratively.
Mentoring	Actively engages in identifying emerging leaders and is personally involved in their development. Fosters a mentoring environment with senior leaders.
Visibility	Is recognized as a leader in the U.S. and/or internationally. Articulates and champions the best interests of the Society.