

The following skills are desirable in Volunteer Managers (VM) or Volunteer Coordinators (VC) for effective handling of volunteers in the organisation. These managers could be full time employees or volunteer themselves.

1. **Organizational and management skills.** If the volunteers trust and confidence has to be gained then the VM or VC's good organisational or management skills would be very important. This is because all volunteers have a strong desire to add value to any activity or programme but also see results.

2. **Strong communication and interpersonal skills.** Volunteers are typically seeking openness and interpersonal relationships in their work and expect reciprocal behaviour from the VM or VC.

3. Ability to create clearly defined goals and objectives for the volunteers. Having a set of goals and expectations will help both the VM/VC and the volunteer to stay focused and optimize the available resources.

4. **Project Management** skills are a must. Deploying volunteers is only part of the work. Overseeing the ongoing work to ensure expectations are met is critical and a project plan and timeline will enable the manager to succeed in overseeing the multiple projects performed by volunteers.

5. **Flexibility** in deploying and allocating resources: We must remember that volunteers are not paid employees and cannot be treated the same way. They need to be allowed more flexibility in order to retain them. However, there is still a job to be carried out and the VM/VC needs to be flexible in identifying options and opportunities.

6. **Listening Skills :** Excellent listening skills to enable them to understand the wants, desires, and needs of the volunteers. Volunteers want to add value and if they do not believe they are being heard and utilized effectively, they will move on to another organization.

7. **Knowledge and Hands on information :** It is very important that the VM or VC has in-depth knowledge of the programme and also has undergone induction and training about the programme before he/she rolls it out to the volunteers. If volunteers think that the VC/VM himself is not confident or the programme, they will not be serious about it themselves.

8. **Role Model value:** Volunteers need to look upto the VM/VC as a role model. This becomes more important as they are not paid employees and need to get motivated to carry out the task allotted to them. Thus VC's/ VM's would have to live upto this expectation and behave and act accordingly using all the skills mentioned above.