



PMI-MONTREAL INC.
**VOLUNTEER
MANAGEMENT**



**Drafted by the
Volunteer Committee**
under the leadership of the Human
Resources Committee,
PMI-Montreal 2015

PMI-Montréal would like to thank **Ms. Chantal Piette**,
Mr. Matthew Adam Tetley and **Mr. Marius Micle** for
their contribution to the success of this document.



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1- LETTER FROM THE PRESIDENT

It is with pleasure that PMI-Montreal introduces the Volunteer Management Guide.

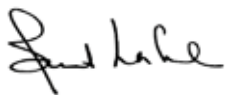
Drafted entirely by volunteers with PMI-Montreal's best interests at heart, it is the stepping stone of PMI-Montreal's volunteer management program.

Volunteers are the soul of PMI-Montreal, allowing us to put in place activities, create content and serve our members with efficiency and competence.

The high satisfaction results PMI-Montreal obtains on the annual PMI chapter survey is an indicator of the hard work and dedication of volunteers.

Said precious time given to our chapter by volunteers needs to be treated with the utmost respect and professionalism on our part and we hope this guide will help you along these lines.

Once again, I speak for all our members in thanking you for being part of this network of dedicated and engaged volunteers whose mission is to promote Project management and its best practices.



BENOÎT LALONDE

MGP, MBA, ADM.A, PMP, CPM, OPM3, RMP

President PMI-Montreal



2 - INTRODUCTION

This document has been written at the request of the PMI-Montreal Inc. Board of directors HR committee (hereinafter PMI-Montreal). Since its founding and throughout the years, PMI-Montreal has been supported and administered by volunteers. Because of this, critical importance has been put on ensuring clear guidelines and support for people who are willing to offer their time to the organization.

This document is intended to be used by individuals responsible for:

- Identifying volunteer opportunities for PMI-Montreal
- Recruiting individuals to participate in PMI-Montreal initiatives
- Leading PMI-Montreal projects which involve volunteers

This document will also discuss volunteer motivations, and how to manage volunteers within the specific context of PMI-Montreal.

3 - ORGANIZATIONAL INFORMATION

3.1 PMI

Project Management Institute is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession. Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research. PMI advances careers, improves organizational success and further matures the profession of project management through its globally recognized standards, certifications, resources, tools, academic research, publications, professional development courses, and networking opportunities.

3.1.1 PMI CORE VALUES

PMI is driven by a clear mission and an underlying set of values that motivate our actions and influence the expectations of our stakeholders. Even as a diverse organization, we share a common set of values. Our core values are not subject to changes in the association and business environment or dictated by trends in organization management. These values are fundamental and deeply held.

As part of the Core Ideology, PMI's Core Values are enduring and are guiding principles upon which we act.

At PMI, we believe in:

- **Project management impact**
Project management is a critical competence that has a positive influence on organization results and society.
- **Professionalism**
Accountability and ethical behavior ensures our commitment to PMI stakeholders.
- **Volunteerism**
Volunteers and effective volunteer partnerships with staff are the best way to accomplish the Institute's goals and objectives.
- **Community**
Bringing members of the global project management community together is the best way to advance the project management profession and facilitate growth.
- **Engagement**
Encouraging diverse viewpoints and enabling individuals to contribute to the project management profession and to the Institute.

The core values provide continuity and guidance for promoting project management best practices.

3 - ORGANIZATIONAL INFORMATION (CONT'D)

3.2 PMI-MONTREAL INC.

Founded in 1977 and led by a Board of Directors, PMI-Montreal Inc. is one of the most important chapters of the Project Management Institute (PMI) and is comprised of more than 4000 members from all fields: engineering, aerospace, construction, information technology, pharmaceutical, telecommunication, etc. The strength and energy of PMI-Montreal's members are what distinguishes it from other professional associations across Canada and even across the world.

3.2.1 CONFIDENTIALITY AGREEMENT

PMI-Montreal, as with any organization has to protect itself, as well as its members, and requires to volunteers to sign a confidentiality agreement. Copies of these agreements are available from the PMI-Montreal administrative team.

3.2.2 VISION STATEMENT

To be the reference amongst professional associations regarding project management in Quebec.

3.2.3 MISSION STATEMENT

To promote best practices in project management and professional advancement in Quebec

4 - PMI-MONTREAL VOLUNTEER PROCESS

“If the Board is the head of PMI-Montreal, volunteers are its heart and soul.”

PMI-Montreal holds a position of prominence in the business community in Quebec, as a result of not only promoting the best practice of project management skills, and processes, but also because of the talented individuals who volunteer their time.

These individuals come from diverse backgrounds, and bring a rich tapestry of experiences to PMI-Montreal. Harnessing this power has contributed to the growth of PMI-Montreal into one of the top chapters within the PMI global community. It also allows PMI-Montreal to continue to progress the profession of Project Management, through research, and innovation.

PMI-Montreal’s goals are not only to continue to grow and develop as an organization, but to ensure that members have opportunities to participate in the organization to support their own professional development.

PMI-Montreal members who volunteer with the organization are given the opportunity to:

- Collect PDUs for the renewal of the PMI certifications
- Network with other members of the PMI community
- Share interests
- Contribute to the growth of PMI-Montreal, as well as the Project Management profession
- Have fun while working to improve the Project Management community

4.1 INTRODUCTION TO VOLUNTEERING

Volunteerism is defined around the concept of doing work in service of a community, without financial remuneration.

Non-profit organizations like PMI-Montreal would not survive if not for the motivated individuals who are willing to dedicate their time.

PMI offers various opportunities for individuals to contribute to the goals of the organization, both locally and internationally.

4.2 VALUE OF VOLUNTEERING

Volunteers are by far the most valuable asset of PMI-Montreal. Volunteering with PMI has a positive impact not only on the individuals who offer their time and efforts, but for the organization as a whole.

It goes without saying that the contributions of individuals to the administration and growth of PMI-Montreal promotes the growth of the organization (both in membership, and in professional reputation), as well as the continued development of the Project Management profession.

4 - PMI-MONTREAL VOLUNTEER PROCESS (CONT'D)

It is also important to bear in mind that PMI-Montreal has a significant social component to its mission and the involvement of individuals from diverse talent pools promotes an inclusive and positive professional community.

Volunteers working together, solving problems, learning, and growing are what will drive PMI-Montreal into the future.

4.3 VOLUNTEERING MOTIVATIONS

PMI-Montreal benefit from having high quality individuals within its membership ranks, who are motivated to contribute. It is important to not take this for granted, and to understand what motivates individuals to donate their time.

When evaluating the decision to commit to an opportunity, individuals will consider not only what the overall benefit of the project, but also what personal benefit they gain from the process. There is sometimes a hesitation to discuss the “what’s in it for me” motivators, unfortunately not considering this can sometimes make recruiting and managing volunteers to be difficult.

When developing opportunities, as well as recruiting volunteers, there are some general motivators to consider

4.3.1 BREAKING NEW GROUND

Project Management is an exciting and dynamic career path. The individuals attracted to it are explorers and innovators. It is important for PMI-Montreal to ensure that they offer opportunities that will appeal to these pursuits. It is important for individuals to feel as if they are contributing to the growth and innovation of the profession as a whole.

4.3.2 LEARNING NEW SKILLS

Personal development and growth is a motivator for many people to try new activities and involve themselves in organizations. It is important for PMI-Montreal to look to recruit individuals who will be active participants to the team, but are provided the chance to learn new skills.

4.3.3 AFFILIATION AND NETWORKING

It is important for opportunities offered to include the ability for individuals to meet new people and to build teams. Personal interaction is important for individuals in general, but especially in the context of PMI-Montreal, as a network of professionals.

4 - PMI-MONTREAL VOLUNTEER PROCESS (CONT'D)

4.3.4 FUN

In order to keep people mobilised and motivated, it is important to consider the fact they should enjoy what they are doing; Fun is often overlooked but is important for attracting and keeping volunteers.

Everyone (Project leads, resources, etc...) should enjoy the process.

4.4 ORGANIZATIONAL STANDARDS IN PMI

PMI-Montreal has developed this document as the standard for volunteer management and as it has not formally adopted an outside standard in managing volunteers, it does reference the Canadian Code for Volunteer involvement as a baseline for best practices.

4.5 TYPES OF POSITIONS IN PMI-MONTREAL

PMI-Montreal offers its members various opportunities to contribute. Positions vary in terms of project type and duration.

4.5.1 SHORT-TERM POSITIONS

Short-term positions are those usually associated with Project based opportunities, which are opportunities for individuals to contribute to specific strategic initiatives sponsored by PMI-Montreal.

Short-term positions have specific timelines, mandates, and goals. Teams are assembled for the life of the opportunity, and then disbanded upon completion.

These opportunities are conceived from various sources (either individuals, or directly from the PMI-Montreal Board of directors), and sponsored by PMI-Montreal. All projects must have a sponsor responsible for carrying it through the assessment and execution process.

4.5.2 LONG-TERM POSITIONS

Long-term positions are usually associated with organizational opportunities and are required for the administration of the organization. These positions include roles such as the PMI-Montreal Board of Directors

These positions are filled based on an annual basis, and nominations are via a general election of members (in good standing). The Board of Directors then elects among its members the officer and chairperson roles.

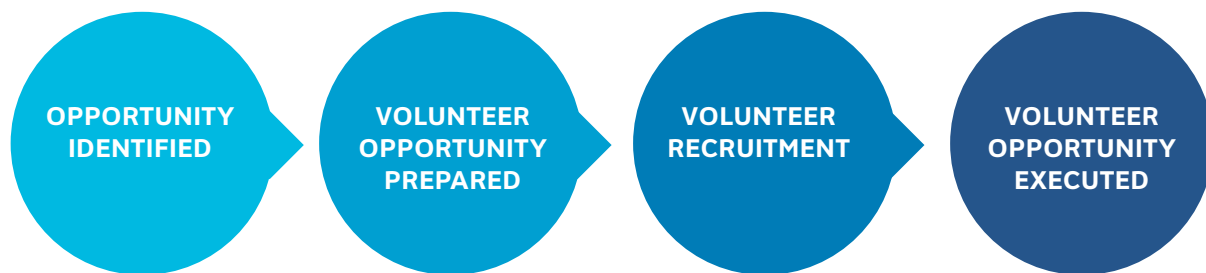
These positions have detailed descriptions for the various roles, the reporting structures, as well as defined expectations for the commitments in time.

5 - VOLUNTEERING WITH PMI-MONTREAL

Volunteering with PMI-Montreal should always be a rewarding experience..

Within PMI-Montreal there are various volunteering paths that resources can participate in.

Volunteer opportunities with PMI-Montreal follow the same life cycle. Each step is critical to ensuring success.



5.1 PMI-MONTREAL STAFF SUPPORT

It is important to remember that PMI-Montreal staff is available to accompany volunteer projects and provide support whenever possible. A clear communication channel with a PMI-Montreal staff member is an important part of every project's communication plan.

5.2 IDENTIFICATION OF VOLUNTEER OPPORTUNITIES

PMI-Montreal strives to offer its members stimulating opportunities to contribute to the organization and the community. PMI-Montreal continues to ensure open relationships and is always receptive to receiving ideas from a multitude of sources. Anyone submitting an idea for a possible role or project for PMI-Montreal to sponsor should develop a detailed business case for their concept. This document should include the following elements:

Synopsis of the concept:

- Objectives
- Alignment to the strategic vision of PMI-Montreal
- High-level resourcing requirements
- Draft timelines

Once the business case is complete, it must be submitted to PMI-Montreal administration for submission for review.

5.2.1 ASSESSMENT OF VOLUNTEER OPPORTUNITIES

The opportunities are then assessed for feasibility. The individual responsible for the concept will be called on to present to the PMI-Montreal Board of directors or a committee thereof.

5 - VOLUNTEERING WITH PMI-MONTREAL

(CONT'D)

The opportunity is then assessed to determine whether or not it will be accepted and sponsored to move forward. The criteria which it is evaluated against include:

- **Feasibility:**
Can the project be realistically accomplished?
- **Alignment:**
Is the projects goals aligned to the strategic goals and vision of the PMI Montreal organization?
- **Cost benefit analysis:**
What is the cost of carrying executing the project (in time and dollars), and what benefits will it yield to the organization?

Once a project is approved, a sponsor will be nominated, and the sponsor will develop the detailed project charter, as well as begin to define the requirements for resourcing.

5.2.2 DEVELOPING THE CHARTER

All volunteer opportunities begin with a charter. This is the document which will serve as the baseline for the recruitment process, and will be made available to potential volunteers who may be interested in supporting.

In the case of a board position or a long-term volunteer role, this would be represented by the position description and the mandate, A short-term project based position will be presented with a formal project charter which will need to be developed and signed off before commencing.

It is critical that the charter documents be written in a way that highlights the benefits of the project and its value to the membership. This document will serve as not only a reference document, but also a “sales pitch” to potential resources to support it.

5.3 PREPARATION OF VOLUNTEER OPPORTUNITIES

The sponsor is responsible for developing the required plans associated with the opportunity, including the development of the volunteer opportunity documents. This document will be reviewed by potential resources interested in applying for the opportunity.

This document needs to encompass the entirety of the role or project to ensure that any interested parties understand the scope of the commitment.

Important components of this document need to be:

- **Goals:**
What is the project trying to accomplish?
- **Scope:**
What is the breadth of the project, and most importantly where does it stop.
- **Resourcing requirements:**
How many people are required, and what roles need to be filled.

5 - VOLUNTEERING WITH PMI-MONTREAL (CONT'D)

5.3.1 RESOURCING ASSESSMENTS

Any volunteer opportunity must have its resourcing requirements assessed to ensure that the work can be carried out within the expected parameters (on time, and of sufficient quality).

When assessing the resource requirements, it is important to keep in mind that volunteers have their own lives and obligations, so when planning for resource requirements, it is important to not overload any individuals. (Individual resources should not be expected to contribute more than four (4) hours per week).

Volunteer opportunities with PMI-Montreal should always be fun and the community supporting PMI-Montreal is enthusiastic, so including more contributors to collaborate is always encouraged.

When evaluating the resource requirements several important questions need to be asked to ensure that the right individuals are selected to support the task.

5.3.1.1 What type of work is to be done?

When assessing the resource requirements, it is important review the type of work to be done on any opportunity to ensure that the right resources are selected.

Are there any special skills required completing the task? This is important to ensure that when developing the resourcing plan that any elements are documented:

- Is the task in a specific discipline or specialization?
- Are there elements of the task which require the resource to have specific knowledge?
- Are there elements of the task which require the resource to have specific experience?
- Are there elements of the task which require the resource to have access to other resources, or a specific network?

It is important to validate the types of roles to be accomplished in the tasks. There are several types of tasks associated to most projects:

5.3.1.1.1 Administrative

Administrative tasks are those which are associated to general tasks, including logistics elements, coordination, etc... These tasks are generally not as interesting, so whenever possible they should be broken up and spread to more than one resource.

5.3.1.1.2 Research

Research tasks are those that require resources to develop new elements. These tasks are typically more interesting and sought after.

5 - VOLUNTEERING WITH PMI-MONTREAL (CONT'D)

5.3.1.1.3 Management (leadership)

Leadership tasks involve the management of the supporting resources, planning and coordinating tasks, and reporting to the project sponsors.

5.3.1.2 Volume of Work

When assessing resources it is very important to ensure that the volume of work required is properly assessed. Volunteers may have daily responsibilities, and it is critical to ensure that expectations on resources are not exaggerated.

Important questions include

- How many resources will be required to complete the task (bearing in mind that volunteer resources will be working in their off hours, and may not be able to commit to the same level)
- Can the work be split to encourage more collaboration?

5.3.1.3 Types of Volunteering

It is important to evaluate the methods which the work can be accomplished; the work should be flexible enough to accommodate the scheduling needs of individuals

5.3.1.3.1 In-person volunteering opportunities

In these types of opportunities the work needs to be accomplished by the resources in person at a specified location. This includes projects that are event-oriented and require the committee to be involved in the logistics of the event.

5.3.1.3.2 Virtual volunteering opportunities

These types of opportunities most the work can be done remotely. With the accessibility of online collaborative tools, a lot of tasks can be accomplished in this fashion.

There are many tools available to support this methodology (virtual workspaces, conferencing, etc...). PMI-Montreal will provide collaborative tools for teams to use free of charge, including teleconference and screen sharing.

5.3.1.4 Roles and responsibilities

Le chef de projet doit définir ses attentes clairement et fournir des descriptions détaillées pour chaque poste à combler. La description de poste doit inclure une liste de tâches, la durée du mandat, les formations fournies et les personnes-ressources ou les responsables. Elle doit aussi décrire le but du poste, les résultats attendus et les critères pour l'évaluation de son succès. Le fait de coucher ces éléments sur papier évite les malentendus et oriente efficacement les bénévoles.

5 - VOLUNTEERING WITH PMI-MONTREAL (CONT'D)

The following pieces of information should be included in a position description:

- Title
- Goals
- Activities and tasks
- Outline of responsibilities
- Time commitment expected
- Boundaries and limitations
- Skills, experience and qualifications required
- Personal traits and qualities needed and/or desired
- Orientation and training available
- Support, supervision and evaluation provided
- Mandatory activities (e.g. training, monthly meetings, travel)
- Working conditions (e.g. presence in the PMI office, virtual work, etc.)
- Benefits to the volunteer

The responsibilities and benefits the volunteers can expect to receive will be also defined at this time.

5.3.2 APPROVAL CYCLE

All documentation produced needs to be approved ahead of any publication. Any documentation follows the following approval cycle:

- **Project leader:** The first approval of all project elements;
- **Project sponsor:** The next level of approval is the project sponsor, who is accountable to the PMI-Montreal Board of directors;
- **Applicable committee:** Third level of approval is from which ever specific committee is overseeing the project, or the role
- **HR committee:** The final approval for resourcing will always need to be from the PMI-Montreal Human Resources Committee to ensure that the documentation aligns to the PMI-Montreal standards.

Once the documentation is approved, it is sent to the PMI-Montreal administrative staff for publication on the Volunteer Management Resource System (VRMS)

5.4 VOLUNTEER RECRUITMENT

PMI-Montreal will solicit applicants for the required positions via several mechanisms:

- The VRMS system will house opportunities that fulfill the volunteer guidelines. This system is managed by PMI global, and is available to all members in good standing.
- PMI-Montreal sends out emails detailing specific opportunities to a mailing list of its active volunteers within the chapter.
- PMI-Montreal uses social media accounts to broadcast the opportunities to its entire network.

5 - VOLUNTEERING WITH PMI-MONTREAL

(CONT'D)

Once the opportunity is publicised, volunteers can be selected from the profiles submitted by the applicants (provided to the sponsor by the PMI administrative team). The volunteer profile includes: contact information, areas of interest, PMI volunteer service history, etc.

5.4.1 VOLUNTEER SELECTION

The project sponsor's goal is to involve volunteers in meaningful ways that reflect their skills, needs, interests, backgrounds, or their development goals.

Several important factors must be considered in the volunteer selection process, depending on the type of the volunteer assignment:

- **Motivational:** Members are encouraged to state their personal motivations for volunteering.
- **Alignment:** Assure that the member understands, and is aligned with staff on the goals, purpose, roles, and objectives.
- **Organizational:** Confirm that the volunteer understand, and respects the opportunity structure as well as the roles and responsibilities. All volunteers must be members of PMI-Montreal in good standing in order to participate.
- **Collaboration skills:** Does the volunteer work well with others? The majority of the volunteer roles involve working as part of a group. There are plenty of individuals with expertise in their field, tremendous wisdom, and a strong commitment who may be less adept at teamwork.
- **Overreliance on the same volunteers:** While this might not be a concern for board positions, many other task force and committee roles involve the usual suspects being rotated from committee to committee. Not only does this promote burnout and limit access to new ideas, but it helps to build the perception of a group where only a select few get chosen. Efforts should be made to bring in new volunteers in all roles, including those at the top of the organization.
- **Track record:** What is the history, and experience of the potential volunteer?
- **Energy level:** How committed is the volunteer to the role? It's valuable to determine if the prospective volunteers have causes that matter to them,

In general, the selection or nomination process should be objective, consistent, well publicized, and procedurally transparent, although the details of the selection, candidate backgrounds, and similar information can remain confidential.

Special attention should be given to communicating the results of a selection process. It should be done with candor and encouragement in case the candidate was not chosen. PMI-Montreal will usually place a volunteer for other short-term commitments should they not be chosen upon their first application.

5 - VOLUNTEERING WITH PMI-MONTREAL (CONT'D)

5.5 EXECUTION OF VOLUNTEER OPPORTUNITIES

The sponsor of the opportunity must focus on the execution of volunteer opportunities to ensure not only the successful completion of the mandate, but also to ensure that the resources involved are contributing, and gaining what they expected from the process.

This process will involve the kick-off of the mandate, the execution, and the closing process.

5.5.1 OPPORTUNITY KICK-OFF

After the resources have been selected, as soon as possible a kick-off meeting will be scheduled. This meeting is critical to ensure that all and any resources involved have a common understanding of the plan to move forward.

This meeting will be chaired by the sponsor, and include a review of the charter, introduction of the resources, and review of the plan to move forward.

5.5.2 ORIENTATION

Volunteer orientation is important to ensure that any new resources have a good understanding of the organization, as well as the procedures involved in PMI.

Orientation is important because it provides a first impression of the organisation and aligns volunteers to the vision and mission of PMI-Montreal.

The orientation process will instruct the volunteer on policies and procedures. Orientation will take approximately one hour, and is a requirement for all first-time volunteers. It is required to take place as soon as possible after the selection process is complete.

The orientation program will cover the following elements:

- A description of the organization's programs, the community served, and the organization's relationships with its members;
- A brief history of the organization.
- The structure of the organization, including an introduction to key staff members and an explanation of their roles;
- Goals of the orientation process;
- An explanation of the organization's policies, rules, and procedures;
- The volunteer evaluation and performance review system;
- Volunteer benefits;
- Emergency procedures.

5 - VOLUNTEERING WITH PMI-MONTREAL (CONT'D)

5.5.3 VOLUNTEER COMMUNICATIONS

Feedback from volunteers is crucial. There are different ways of receiving feedback from volunteers: questionnaires, interviews and focus groups. Results from evaluations can provide useful evidence to assess success and/or identify the need for additional resources.

Reviews and the use of deadlines keeps tasks on schedule, as well as ensuring that the proper attention is given to ensure momentum is not lost. Progress reports serve as early warning signs for problems. It should be made easy for volunteers to report their results.

Recognition is a very important form of communication and is a critical factor in motivating and retaining volunteers. There has never been a volunteer who has been thanked too often! Recognition before peers can be a powerful tool not only for providing a fulfilling experience for current volunteers but for recruiting new ones as well.

5.5.4 WORKING WITH AND SUPERVISING VOLUNTEERS

The project leader must form and maintain relationships with all volunteers they supervise, including training, coaching or providing feedback. Those relationships can be characterized by mutual trust, respect and recognition of competency and professionalism.

5.5.5 FACILITER LE TRAVAIL

As the work moves forward it is important to ensure that the volunteers involved have all the resources required to accomplish the tasks assigned to them.

When leading volunteers it is important to continuously ensure that they are:

- **Capable:** Do they have the tools and support they need?
- **Engaged:** Are they being utilized effectively, do they feel attached to the project?
- **Having fun:** Are they enjoying the process?

The project leader is responsible to ensure that the volunteers have all of the characteristics above, as well as ensuring that they understand:

- Project goals
- Project leader's vision
- Expectations
- Deadlines

Once these have are covered, the most important thing is to get out of the way, and lead.

5 - VOLUNTEERING WITH PMI-MONTREAL (CONT'D)

5.5.6 ASSESSMENT OF RESOURCES

When assessing the work of resources it is critical to ensure that any comments or feedback is constructive. It should also be a chance for the responsible individual to gain insights into how the project or the role itself is perceived. It is critical when doing assessments that individuals are addressed directly.

Work of individuals must be reviewed, and feedback must be given to ensure that the expectations are always clear and that the individual resources understand how and where their contributions can improve.

Assessments should focus on the following:

- **Attitude** : Is the work and the experience enjoyable?
- **Quality**: Is the work they are doing complete, and accurate to the expectations?
- **Schedule**: Is the required work turned in on time?

5.5.7 RECOGNITION

When developing the volunteer recognition standards and practices, consider some Volunteer Recognition Best Practices developed by Volunteer Canada: (2013 Volunteer Recognition Study)

- **Make it a priority**
Recognizing the work of volunteers is crucial for any organization that wants to retain its volunteers and attract new ones. Designate someone in your organization to be responsible for ensuring that ongoing recognition of volunteers takes place.
- **Do it often**
Recognition of volunteers should happen on a year-round, frequent and informal basis. Begin by saying “thank you” often!
- **Do it in different ways**
Vary your recognition efforts, from the informal thank you and spontaneous treats to more formal events. Here are some examples:
- **Be sincere**
Make each occasion to recognize volunteers meaningful and an opportunity to reflect on the value volunteers bring to your organization.
- **Recognize the person, not the work**
It’s best to phrase recognition to emphasize the contribution of the individual and not the end result. “You did a great job!” as opposed to “This is a great job!”
- **Make it appropriate to the achievement.**
For example, a paper certificate accompanied by a private thank you may be appropriate for a few months of service but a public dinner and engraved plaque may better suit 10 years of volunteerism.

5 - VOLUNTEERING WITH PMI-MONTREAL

(CONT'D)

- **Be consistent**
Make sure that whatever standards of recognition you establish can be consistently maintained by your organization in years to come. Holding a volunteer recognition dinner one year sets up expectations for future volunteers.
- **Be timely**
Try to arrange recognition soon after an achievement has been reached—delaying until weeks or months later diminishes the value of your gratitude.
- **Customize it**
Getting to know each of your volunteers and their interests will help you learn how best to recognize each individual and make him or her feel special.

5.5.8 CLOSING VOLUNTEER OPPORTUNITIES

Upon completion of a project, all volunteer opportunities go through a closure process. This is a critical step to ensure that all of the lessons are captured.

5.5.8.1 Exit Debriefs

Each team member should be debriefed to capture their impression of the experience. The project leader should discuss the process and their impressions of the results. It is critical that these comments are captured, and turned over to PMI-Montreal to be used to improve this process in the future.

5.5.8.2 Lessons learned

Upon completion, the project leader and the project sponsor will review the charter and the results of the effort and identify any issues that arose. This information should be captured and turned over to PMI-Montreal to be used to improve this process in the future.

5.5.8.3 Broadcast Results

In order to ensure that the resources and the initiative itself get the right amount of recognition, upon completion the results of the efforts should be broadcasted. A synopsis of the events should be sent to the PMI-Montreal administrative team for inclusion on the organization website, and inclusion in the newsletter.

For long-term positions, at the end of the mandate a thank you note, along with some highlights of the term.

For project based efforts a description of the project and the team, as well as a description of the benefits.

5.5.8.4 Closure

The project leader will finalize all open action items, and turn over all materials to PMI-Montreal.



6 - CONCLUSION

PMI-Montreal exists at the heart of the project management community because of the commitment by its volunteers. Attraction of new volunteers and retaining existing ones is of foremost importance to the organization. This document was intended to help guide resources managing volunteers and provide them with the tools and strategies they need to be successful in moving PMI-Montreal into the future.

PMI-MONTREAL INC.
**VOLUNTEER
MANAGEMENT**
2015

