

Summary Definition of Volunteer Driven, Staff Managed

DHRMA, Inc. is a “volunteer driven, staff managed” organization. The Board of Trustees sets the long-term strategic direction, vision, and goals of the Corporation. Within this strategic framework, the volunteer leadership teams (Executive Committee and Board of Directors for each division) and staff determine the specific initiatives to be implemented in support of the organization’s strategy. DHRMA, Inc. staff is responsible for determining, developing and maintaining the infrastructure necessary to achieve the long-term strategy and provide the technical and operational skills to implement these initiatives.

Detailed Definition of Volunteer Driven, Staff Managed

Current State (Where DHRMA, Inc. is as of August 2006 in our evolution):

Board of Trustees - A broad range of decision-making authority is vested in the Board of Trustees. Staff independence is closely controlled and monitored. A scorecard is prepared and its assumptions and programs are reasonable. The Scorecard is used as a management tool by leaders and the staff and is reviewed at least annually. Division Boards/Committees – Volunteers have a significant involvement in corporate administration, often participating in hands-on contribution in compensation for gaps in staff resources. Committees have been formed for management of operations and governance and for programs. Committees function effectively and hold regular meetings. Minutes and appropriate records are kept. Volunteers, with staff support, direct new member recruitment and retention programs. Decision-making and industry ideas are based on volunteer initiative and growing use of business planning techniques Staff - The staff effectively manages the daily business activities of the Corporation. The Executive Director is given adequate financial management responsibilities to be able to manage the association on a day-to-day basis. Comprehensive budget developed by staff with volunteer input and approval.

Future State (Where the DHRMA, Inc. organization hopes to be in the future):

Board of Trustees – Determine and communicate vision and strategic outcomes. Decision-making authority for determining strategic objectives is vested in the Board of Trustees. The Scorecard is used as a management tool by leaders and the staff and is reviewed at least annually. Division Boards/Committees – Have a significant involvement in executing the vision and strategic outcomes set by the Board of Trustees. Committee structure reflects core competencies and utilizes ad-hoc groups to address specific issues in a short, definable time frame. Staff - The staff effectively manages the daily business activities of the Corporation. Authority for most operational decisions is delegated to staff, although within defined parameters. New member recruitment and retention programs are managed by staff with volunteer participation, including outreach to diverse HR groups. Decision-making and industry initiatives are based on trend identification and target market analysis, with substantial work by volunteer committees and staff. Staff helps identify and recruit volunteer leaders. The Executive Director is given adequate financial management responsibilities to be able to manage the Corporation on a day-to-day basis. Comprehensive budget developed by staff with volunteer input and approval.