



### **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**

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.