

Management of Volunteers

National
Occupational
Standards



“Many organisations want and need volunteers but volunteer management and support is often tagged onto the job description of already busy staff members. Until the amount of work involved in support is recognised by leaders, volunteers will not be engaged as efficiently as they could be and responsible staff will continue to be under-trained and overwhelmed by the workload.”

Nicky Richardson, The Prince's Trust



UK workforce hub

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The colour coding of this booklet matches the colour coding of the full set of standards which can be found at: www.ukworkforcehub.org.uk/mvnos08

Introduction

Welcome to the bite-sized Volunteer Managers' National Occupational Standards booklet. The standards were developed in order to encourage good management of the volunteers many organisations work with.

This booklet is for organisations that are looking to develop a volunteer manager post and want to know what the job description and person specification needs to include. People who wish to develop a more in-depth understanding of the role of a volunteer manager are encouraged to consult the full set of standards which can be accessed for free at:

www.ukworkforcehub.org.uk/mvnos08

However, if you are just wanting a quick overview, some useful information, and signposting to other useful resources about managing volunteers, you will find most of what you need right here.

We believe this booklet will be of use to the following people:

- Volunteer Centres
- Human Resource (HR) departments
- Organisations that want to review their volunteer strategy
- Organisations looking to recruit a volunteer manager for the first time
- Those managing volunteers for the first time
- People who have recently been given the responsibility of managing volunteers as an additional aspect to their role within an organisation

National Occupational Standards (NOS)

NOS are developed by sector bodies for most UK occupations; this work is being co-ordinated by the UK Commission for Employment and Skills (UKCES).

A full list of all the available standards can be found in the UK NOS directory at:
www.ukstandards.org.uk

All the NOS written specifically for the Third sector can be found at:
www.ukworkforcehub.org.uk/nos/nos-downloads-publications

NOS are statements of the skills, knowledge and understanding needed in the workplace and expressed as outcomes of competent performance.

Developing NOS is a lengthy process involving a 'bottom-up' approach; this means that these standards have been developed by people who carry out the job or have expertise in the occupational area.

What does a standard include?

This set of volunteer managers' NOS comprises of 37 individual standards. In the full set of standards each individual standard is laid out in a format shown in the table opposite.

In order to keep this booklet concise we have only included the 'overview' of each standard. To find out the 'performance standards,' 'knowledge and understanding' and 'personal qualities' a volunteer manager needs for their role please refer to the full suite at:

www.ukworkforcehub.org.uk/mvnos

In the full set of standards, as well as the performance standards, you will also find a useful matrix of the two areas mentioned; 'knowledge and understanding' and 'personal qualities.' All these will help you to discover the areas where volunteer managers have already acquired skills or those they should be looking to obtain.

Please remember that these standards are not compulsory, nor do they represent a legal framework; they are intended as a source of guidance. Some areas in the standards may not be applicable to you or your organisation so use them in a way that suits your needs.

Standards tell you *what* the job is not *how* to do it.

The section 'Key words and phrases' (page 12) contains brief explanations of some terms used in this booklet that may be unfamiliar to you.

The standard of competence

C5 Induct volunteers
(the title of the standard)

Overview

A brief description of what the standard means by Induct volunteers

Performance standards

These are the criteria against which competence in a task is assessed. They explain what must be done to demonstrate that the standard has been met.

They help individuals perform a job by setting out what needs to be done to do it well. They also help managers or assessors to assess individual's competence.

Knowledge & Understanding

This covers the knowledge and understanding required in this case to induct volunteers.

Or the knowledge and understanding the person being recruited into the role will need to know and understand when they come to induct volunteers

Personal qualities

This describes the personal qualities a person might need to have when they induct volunteers

Making a case for employing a volunteer manager

This section will help you to make a case to your organisation's trustees/funders for recruiting a volunteer manager. The next set of questions should help you to consider your organisation's circumstances more fully.

If you answer, yes, to one or all of these questions, you have a case for recruiting a volunteer manager.

- Would your organisation be unable to function without volunteers?
- Do your current/potential funders require monitoring/evaluation of your volunteer programme?
- Are you keen to involve volunteers from diverse backgrounds?
- Do you have problems retaining your volunteers?
- Do staff members in your organisation sometimes complain that working with volunteers takes them away from their core job?
- Do you want volunteers to reflect on their experience of volunteering with your organisation in a positive way to their peers?

- Are there risks attached to what your volunteers do? Do they offer advice, or work with vulnerable people, which means they need training in order to carry out their role?
- Do you have more than ten volunteers?
- Are volunteers crucial to what your organisation does?
- Have you recently grown in size and need to recruit volunteers?
- Do your volunteers see their time with you as experience relevant to their next career development?

If the answer to all of these questions is 'yes' it makes sense to assume that a lot of value can be gained for both your organisation and the volunteers by recruiting someone specifically to manage your volunteers.

It is also important to keep in mind that if your organisation works with volunteers, someone will need to ensure they are aware of the legal issues surrounding their involvement. For example, many organisations do not realise that incorrectly worded policies, or paying flat rate expenses, could give volunteers 'worker status' and employment rights.

There are also issues such as duty of care, health and safety, and running background checks which need to be considered specifically with volunteers in mind. Staff with no previous experience of managing volunteers may well not have the knowledge or experience to do this.

It may also be important for you to recruit a 'volunteer manager' because there are legal issues such as duty of care, health and safety and CRB (Criminal Records Bureau) checking. Most volunteer managers need to be made aware of these.

For further information about this subject please refer to Volunteering England's legal guide 'Volunteers and the Law.' Details of how to access this can be found in the 'Useful Resources' section.

Identifying and defining roles

One of the reasons standards are developed is so that the depth and weight of a specific job can be identified and understood, not just by those carrying it out but also those who manage or train them.

The term volunteer manager covers quite a broad spectrum of responsibilities but generally there are two levels; the role of a 'practitioner' who has responsibility for the day-to-day tasks involved with managing volunteers; and the 'strategic' level, where the 'volunteer manager' is responsible for the strategic direction of the organisation's volunteer programme.

It is important before you recruit to understand which level is appropriate for your organisation. The strategic role is more senior and this would need to be reflected in the post-holder's remuneration.

Some smaller organisations or those with few volunteers may find that they want to build the management of volunteers into an existing role. This booklet will enable you to evaluate how realistic this is and whether or not the individual really has the capacity to continue to take on the additional responsibility.

Creating the role profile

The next few pages will lead you through the process of building up a job description. Once you have completed the process you will have a clearer idea of the size and scope of the role, who might be able to fulfil that role within your organisation, and whether or not you want to look at the full standards for the detailed content.

Job descriptions If at the end of completing the table you find that you are requiring both practitioner and strategic levels in your volunteer manager; it is important that this is recognised within your organisational structure. Over the next few pages you will be able to read the overview of each standard; tick it if you think it is a task you want your volunteer manager to undertake (or you are the volunteer manager and you currently perform that task). Once you have done this, you can then decide which level best represents the role you have defined in the role description – practitioner or strategic.

We have used symbols to identify which standards we believe are 'practitioner,' 'strategic,' or 'both.'

- P** Practitioner
- S** Strategic
- B** Both

Role profile charts

Which of these activities are you currently doing, or would like to be doing? Or, if you're responsible for a manager of volunteers, what would you like them to do? Tick as appropriate.

Key area A Develop and evaluate strategies and policies that support volunteering			
✓	Unit title	Unit overview	Ref
<input type="checkbox"/> P	Contribute to the development of a strategy in an organisation that involves volunteers	Identify the organisation's stakeholders, their needs, preferences and other factors in order to make informed suggestions for improvements to the organisation's strategy.	A1
<input type="checkbox"/> B	Develop a volunteering policy	Identify how volunteers can contribute to strategic goals, assessing and managing the risks in involving volunteers, developing policy for integrating volunteers, and gaining understanding and support for your volunteering policy.	A2
<input type="checkbox"/> B	Develop structures, systems and procedures to support volunteering	Identify, evaluate, design and implement structures, systems and procedures and consulting on these with volunteers, other stakeholders (such as beneficiaries of volunteer work, individual or corporate funders, partner organisations and paid staff) and decision-makers (such as trustees, committee members and senior managers).	A3
<input type="checkbox"/> S	Develop plans to meet strategic goals in an organisation that involves volunteers	Drafting plans, identifying the resources needed to carry out your plans and gaining understanding and support for your plans from volunteers and other key stakeholders, such as beneficiaries, paid staff and partner organisations.	A4
<input type="checkbox"/> S	Evaluate volunteers' contribution to strategic goals	Evaluating your organisation's effectiveness in involving volunteers; assessing the contribution of volunteers to strategic goals; and communicating volunteers' contribution to both volunteers and other stakeholders (for example, the beneficiaries of the volunteers' work, partner organisations, individual and corporate funders, paid staff and decision-makers).	A5

Key area B Promote volunteering			
✓	Unit title	Unit overview	Ref
<input type="checkbox"/> S	Promote volunteering within your organisation	Helping internal stakeholders (such as trustees and committee members, managers and employee representatives) understand the role of volunteers and the contribution they can make to achieving strategic goals; helping people in your organisation support volunteers; and identifying and reducing barriers to volunteering within your organisation.	B1
<input type="checkbox"/> P	Promote volunteering to potential and actual volunteers	Encourage new people to volunteer; involve volunteers in your organisation and, where necessary, help them to change or conclude their role and contribution.	B2

Key area C Recruit and induct volunteers			
✓	Unit title	Unit overview	Ref
<input type="checkbox"/> P	Manage the recruitment and placement of volunteers	Specify volunteers' roles and the knowledge, skills and experience required; overseeing the recruitment and placement of volunteers; and agreeing mutual expectations with volunteers.	C1
<input type="checkbox"/> P	Advertise for volunteers	Identify the appropriate advertising media; drawing up and placing advertisements to recruit volunteers.	C2
<input type="checkbox"/> P	Recruit and place volunteers	Recruit and place volunteers; assessing with volunteers their suitability for volunteer roles and placing volunteers in suitable roles.	C3
<input type="checkbox"/> P	Manage the induction of volunteers	Identify volunteers' induction requirements; meeting them, preparing information and guidance materials and organising induction activities for them.	C4
<input type="checkbox"/> P	Induct volunteers	Help volunteers to understand how they can contribute to your organisation's goals and to fulfil their duties safely and effectively.	C5

Key area D Manage and develop volunteers			
✓	Unit title	Unit overview	Ref
<input type="checkbox"/> B	Plan, organise and monitor volunteering activities	Plan activities in line with your organisation's strategic goals, policies and procedures; organising volunteers and other resources; and monitoring activities to ensure requirements have been met.	D1
<input type="checkbox"/> P	Lead and motivate volunteers	Inform volunteers about their activities and responsibilities; supporting them during volunteering activities; and discussing activities and exchanging feedback with volunteers.	D2
<input type="checkbox"/> P	Support the development of volunteers' knowledge, skills and competence	Work with volunteers to help them plan and evaluate their learning and development, and making available suitable opportunities.	D3
<input type="checkbox"/> P	Provide one-to-one support to help volunteers develop	Establish parameters of support; helping volunteers to develop their skills and behaviours; and helping them apply their developing skills and behaviours to their role.	D4
<input type="checkbox"/> P	Enable volunteers to learn in groups	Preparing sessions, taking into account the diverse needs, abilities and preferences of the volunteers involved; facilitating the session through appropriate activities and management of the group dynamics; and reviewing and evaluating the session in order to improve future events.	D5
<input type="checkbox"/> P	Maintain records of volunteers	Gather and record personal information about volunteers within the parameters of data protection legislation and using the personal information in line with confidentiality requirements.	D6
<input type="checkbox"/> P	Manage volunteers' expenses	Reimburse expenses, maintaining records of expenses and dealing with anomalies in line with your organisation's policy.	D7
<input type="checkbox"/> P	Help address problems affecting volunteers	Help volunteers to address problems affecting them, which may be work, social or personal problems, and helping to address problems with volunteers' performance and conduct.	D8

Key area E Manage yourself, your relationships and your responsibilities			
✓	Unit title	Unit overview	Ref
<input type="checkbox"/> S	Manage and continuously develop your resources for managing volunteers	Identify and evaluate your own values, motivations and aspirations; managing your own time and personal resources to achieve your objectives; and continuously developing your own knowledge, skills and competence in managing volunteers.	E1
<input type="checkbox"/> S	Manage and continuously develop your own and others' capacity for managing volunteers	Identify and evaluate your own values, motivations and aspirations; managing your own time and personal resources to achieve your objectives; continuously developing your own knowledge, skills and competence; and contributing to the wider pool of knowledge about managing volunteers.	E2
<input type="checkbox"/> P	Develop productive working relationships with volunteers and other stakeholders	Develop productive working relationships with volunteers, colleagues, your manager and external stakeholders (individuals or organisations who have a legitimate interest in your work).	E3
<input type="checkbox"/> B	Promote productive working relationships between volunteers and other stakeholders	Ensure that volunteers work effectively together and with other stakeholders, such as paid colleagues within your organisation or partners from other organisations; ensuring that there is mutual understanding of each others' roles, responsibilities and unique contributions to your organisation's goals; and dealing with interpersonal conflicts if these arise.	E4
<input type="checkbox"/> S	Develop and maintain partnership working to support your volunteering	Identify and evaluate individuals and organisations that can support your volunteering strategy; agreeing mutual expectations and protocols; and working in partnership with these individuals and organisations.	E5
<input type="checkbox"/> B	Identify, assess and control health and safety risks	Identify and evaluate potential hazards; determining health and safety risks; and determining and implementing risk control measures and safe systems of work.	E6

Key area F Provide management support for volunteering programmes			
✓	Unit title	Unit overview	Ref
<input type="checkbox"/> S	Promote your organisation and its services to stakeholders	Communicate the benefits of your organisation and its activities, and services to stakeholders, such as the local authority, funders, commissioners, partners, and service users.	F1
<input type="checkbox"/> P	Manage projects involving volunteers	Plan and prepare projects; manage the running of projects; and complete and evaluate projects involving volunteers. An important feature of effective performance in this standard is close liaison with stakeholders such as volunteers, paid staff, decision-makers (e.g. trustees, committee members, senior managers), beneficiaries, partner organisations and funding organisations.	F2
<input type="checkbox"/> S	Obtain funds for your organisation's volunteering policies and plans	Identify sources of funding; preparing an application; and negotiating and agreeing funding. In identifying funding sources it is important to consult widely with decision-makers (such as trustees, committee members and senior managers) and stakeholders (such as volunteers, those who benefit from their work, paid staff, partner organisations and existing funders). Development workers/funding officers at your local Council for Voluntary Service (CVS) or equivalent infrastructure organisation may be able to help identify sources of funding.	F3
<input type="checkbox"/> B	Manage an expenditure budget for volunteering activities	Using your financial resources effectively and efficiently for specific projects and programmes of work; developing a budget for the financial resources you need and controlling expenditure against this budget.	F4
<input type="checkbox"/> P	Procure supplies for volunteering activities	Obtain the supplies you need on advantageous terms and ensuring that these are delivered in line with the quantity, quality, and time parameters agreed; identifying and selecting suppliers of both goods (equipment, stationery, etc) and services printing, consultancy, cleaning services, etc); negotiating and agreeing terms; and monitoring the performance of suppliers.	F5

Key area F – Continued Provide management support for volunteering programmes			
✓	Unit title	Unit overview	Ref
<input type="checkbox"/> P	Manage physical resources for volunteering activities	Show that you can efficiently and safely manage the physical resources needed for the volunteering activities for which you are responsible. It involves identifying and planning the resources you and your team will need, obtaining those resources and monitoring their use.	F6
<input type="checkbox"/> P	Organise events involving volunteers	Organising events that involve volunteers, such as meetings, seminars, forums, internal conferences, promotional events and social events; planning events; locating and arranging venues; organising resources; arranging attendance; co-ordinating events; and evaluating events.	F7
<input type="checkbox"/> S	Manage the quality of services involving volunteers	Set quality standards and assure the effectiveness of service provision, as well as implementing improvements in the quality service provision; establishing quality standards; assuring quality in line with quality standards; and improving the quality of service provision.	F8
<input type="checkbox"/> P	Lead and participate in meetings involving volunteers	Facilitating meetings so that objectives can be achieved; chairing meetings and attending meetings as a participant.	F9
<input type="checkbox"/> P	Manage information for volunteering activities	Gathering and storing information; analysing information; using information to take decisions; and communicating information and knowledge.	F10
<input type="checkbox"/> S	Report to external agencies about volunteering activities	Identifying and gathering information required by external agencies; and reporting to external agencies in line with requirements.	F11

Beneficiaries Those who benefit, and/or receive services, from the organisation.

Board of Trustees The group of people who govern the charity and have ultimate legal responsibility for all the charity's activities. Your charity might use a different term such as executive committee, management committee, council, governing body or steering committee.

Competence The ability to perform consistently in line with agreed standards.

Criteria Statements or standards which can be used as the basis for making judgements.

Diversity Diversity means difference, and people's differences in an organisational context, people's diversity should be embraced and valued.

Induction The structured introduction of people to a new organisation and/or role to enable them to perform effectively and safely.

Infrastructure Organisation National representative body or umbrella organisations that advise and assist those they represent. For example, the National Council for Voluntary Organisations (NCVO) and Volunteering England or, locally, Council for Voluntary Service and Volunteer centres (see 'Useful Resources' below).

Mission A specific purpose that contributes to an organisation's vision. National Occupational Standards (NOS) specify UK standards of performance that people are expected to achieve in their work, and the knowledge and skills they need to perform effectively.

Risk The chances of an event happening and the seriousness of its consequences. Risk does not of itself have a negative connotation; the consequences of an event can be both positive and negative.

Risk management is about assessing the risk of events, taking action to avoid negative consequences, and planning to minimise these negative consequences and maximise the opportunities they present.

Skills gap analysis This is a process in which an organisation can carry out in order to realise the skills they have amongst their employees as a collective whole. By carrying out this analysis a judgement can then be made about what training might be required where gaps in skills exist.

Stakeholders A person or organisation that has a legitimate interest in an organisation or issue. Stakeholders in volunteer-involving organisations may include: trustees or directors; employees; volunteers; partner organisations; beneficiaries; funders; subscribers; donors; members of the public; politicians; government bodies; regulatory bodies; media.

Specification A detailed description of requirements.

A volunteer manager states what is realistically expected of a volunteer in a particular volunteering role and the knowledge, skills and personal qualities required. It may also be referred to as a 'role description' or a 'task specification.' It should never be called a 'job description' because a volunteer is not a paid employee.

Strategy/strategic plan A course of action with an identifiable outcome. This is achieved through a sequence of steps, which are subject to monitoring and modification, to accomplish desired goals and objectives. A strategy should incorporate the organisation's vision, mission and statement of values, where appropriate, a strategic plan is therefore a timetabled account of the strategy).

Structure The line management arrangements within an organisation. This may indicate a chain of command, job titles and areas of responsibility. It could include the number of personnel involved, or may names and responsibility.

System A structured and organised way of doing things. An organisation may have a number of different systems, for such things as communications, IT, work allocation and quality assurance.

Third sector Charities, voluntary organisations, community groups and social enterprises.

Trustee A voting member of the governing body responsible for the general control and management of a charity. In your charity the trustees might be known by a different term, such as management committee member, director, council member, executive committee member or governor.

Volunteering agreement A statement of the realistic expectations that the organisation and the volunteer have of each other in the volunteering relationship.

Volunteer manager The role of a volunteer manager may also be referred to in a variety of ways: volunteer project manager, volunteer co-ordinator, volunteer executive, volunteer support officer, head of volunteering, development officer. In using the term volunteer manager we are aware that in your own organisation you may use one of these, or maybe another term altogether.

Now that you've worked out which standards are significant to you or to the role you are creating, you now have the basic information from which to build the job description and the person specification. However, there is a lot more you can do with the standards:

1. You may now want to refer to the full standards at: www.ukworkforcehub.org.uk/mvnos08 in order to look more closely at the performance criteria for each standard selected. As mentioned throughout the booklet, the full set of standards also contains useful matrices showing the type of knowledge and understanding or personal qualities a volunteer manager a) needs or b) already has. This information can help you to broaden the content of your job description or person specification. The matrices are colour coded in a way that will make it easy for you to see which areas correlate with the standards you first selected here.

2. Alternatively, you might want to develop other ways of using the standards you have selected. For example, you can use them for:

- Inducting your volunteer manager.
- Appraisals with your volunteer manager.

Please see the tables on the next page.

Other uses of the standards

- Induction programme for a volunteer manager**
- Identify the standards in the National Occupational Standards relevant to the new role, and read through look the performance criteria to understand the standard of performance required and the underpinning knowledge and skills.
- Identify those standards where you are fully confident you can meet the performance criteria, and those standards for which you feel you need some training or development.
- Use the Knowledge and Understanding and Personal Qualities sections from the matrices in the full set of standards to identify precisely the knowledge and skills you need to develop to meet the standards you selected. Make a note of these. The matrices are designed to illustrate, via the colours, which area correlates to the standard you selected.
- The volunteer manager agrees with their manager how they are going to develop these areas. As a result of the exercise it may be agreed that the volunteer manager needs to go on a training course; at other times they may simply require a briefing on people, places and procedures, or support from a more experienced colleague in undertaking unfamiliar activities.
- Agree a timescale for completing the induction programme and reviewing progress.
- Performance appraisal/training needs analysis for Volunteer managers**
- Identify the standard(s) relevant to the volunteer manager's role.
- Take each standard in turn and consider its importance to the job role.
- Evaluate how the volunteer manager is performing each standard selected.
- In areas where you would like the volunteer manager to improve or develop their performance, you may want to refer to the full set of standards in order to go into more detail. You can then consider the necessary elements of the performance criteria and record examples of how good performance has been delivered in the workplace.
- By looking at the matrices in the full set you can then go on to consider the knowledge and understanding or personal qualities that could be developed to improve their performance. The matrices are designed to illustrate, via the colours, which area correlates to the standard you selected.
- Record whether any training is needed to improve skills and knowledge, and how that training might be delivered.
- Consider and record other actions that might be taken to improve. It may be that simply recognising the reason for the problem is enough to tackle it in future. Or perhaps some internal or external mentoring or coaching could help.

Useful resources

Volunteer Centres First point of contact for all volunteer managers is their local Volunteer Centres or agency.

Volunteering England (VE) has identified six core functions which volunteer centres perform and against which VE accredits and brands Volunteer Centres: brokerage; marketing volunteering; good practice development; developing volunteering opportunities; policy response and campaigning; and strategic development of volunteering. About one-third of volunteer centres are independent organisations and about two-thirds are part of other local Infrastructure Organisations, mostly Councils for Voluntary Service (CVSs).

www.volunteering.org.uk/whatwedo/
[Local+and+Regional/](http://www.volunteering.org.uk/local-and-regional/)
[Volunteer+Centres.htm](http://www.volunteering.org.uk/volunteer-centres.htm)

Council for Voluntary Services (CVS) CVS's provide help and assistance to their local voluntary and community groups. To find one in your area please contact the national umbrella body via:
www.navca.org.uk

Training

Many short courses in volunteer management are likely to be run by your local Volunteer Centre or other related agencies. The organisations listed below are among those that run courses covering the subject in greater depth.

The Directory of Social Change
Managing volunteers (short courses)
www.dsc.org.uk/training

Excellence in volunteer management (EVM)
Volunteering England
www.volunteering.org.uk/evm

Institute for Advanced Volunteer Management (IAVM)
Community Service Volunteers
www.csv.org.uk/get+trained/iavm.htm

Institute of Leadership and Management
NVQs level 3, 4, and 5 in Management of Volunteers
www.i.l.m.com/learn-with-ilm.aspx

LANTRA Awards
Level 3 in Volunteer Management
www.lantra-awards.co.uk

Learn Direct
Managing volunteers, e-learning
www.learn-direct-advice.co.uk

National Open College Network (NOCN)
L3 Award in Managing Volunteers and the Managing Voluntary and Community Organisations.
www.nocn.org.uk/products/nqf-qualifications

Useful Contacts

National volunteering specific bodies for the third sector

Volunteering England
Regent's Wharf
8 All Saints Street
London NI 9RL
Telephone: 0845 305 6979
Fax: 020 7520 8900
Email: information@volunteeringengland.org
www.volunteering.org.uk

Free volunteering advice is just a phone call or an email away. We can answer your questions, talk through your concerns, offer support and direct you to other sources of help.

Freephone: 0800 028 3304 (Telephone/Textphone)
NEW – Please note Information Line opening times: Monday to Friday 10.30am – 12.30pm and 2 – 4pm

Excellence in Volunteer Management is the bespoke learning and development programme for all who work with volunteers. To access it, please visit:
www.volunteering.org.uk/evm

Volunteer Development Agency,
Northern Ireland
129 Ormeau Road
Belfast BT7 1SH

Telephone: 028 9023 6100
Fax: 028 9023 7570
Email: info@volunteering-ni.org
www.volunteering-ni.org

Volunteer Development Scotland
Stirling Enterprise Park
Stirling FK7 7RP

Telephone: 01786 479 593
Fax: 01786 449 285
Email: information@vds.org.uk
www.vds.org.uk

Wales Council for Voluntary Action
Baltic House
Mount Stuart Square
Cardiff CF10 5FH
Telephone: 029 2043 1700
Fax: 029 2043 1701
Email: help@wcva.org.uk
www.wcva.org.uk

Useful Contacts

Networks and professional associations

Association of Volunteer Managers (AVM)

Peer-to-peer networking for those involved in volunteer management

Email: info@volunteermanagers.org.uk

www.volunteermanagers.org.uk

Scottish Association for Volunteer Managers

British Red Cross
Bradbury House
Grangemouth Road
Falkirk FK2 9AA

Telephone: 01324 630968

Fax: 01324 630968

www.savm.org.uk

UKVPM (UK Volunteer Programme Manager – Yahoo network group)

UKVPM is a lively, friendly and participative networking and communication resource for all volunteer programme managers working in the UK.

<http://groups.yahoo.com/group/UKVPMs>

UK Commission for Employment and Skills (UKCES)

3 Callflex Business Park
Golden Smithies Lane
Wath-upon-Deerne
South Yorkshire S63 7ER

Telephone: 01709 765 444

Fax: 0870 000 2401

Email: info@ukces.org.uk

www.ukces.org.uk

The UK CES can direct you to the individual Sector Skills Councils and other Standard Setting Bodies, through which you can access their suites of standards.

National Infrastructure Organisations for the third sector

England

UK Workforce Hub
NCVO, Regents Wharf
8 All Saints Street
London N1 9RL

Telephone: 020 7713 6161

Fax: 020 7713 6300

Email: workforcehub@ukworkforcehub.org.uk

www.ukworkforcehub.org.uk

Scotland

SCVO

The Mansfield Traquair Centre
15 Mansfield Place
Edinburgh EH3 6BB

Telephone: 0131 556 3882

Fax: 0131 556 0279

www.scvo.org

Wales

WCVA

Baltic House
Mount Stuart Square
Cardiff CF10 5FH

Telephone: 029 2043 1700

Fax: 029 2043 1701

www.wcva.org.uk

Northern Ireland

NICVA

61 Duncairn Gardens
Belfast BT15 2GB

Telephone: 028 9087 7777

Fax: 028 9087 7799

www.nicva.org

There are many other 'specialist' umbrella bodies to see a list of them please visit:

www.ncvo-vol.org.uk/askncvo/directory/id=315&terms=umbrella%20organisations

Further information and resources

Community Service Volunteers

www.csv.org.uk

Volunteers and the law

Published by Volunteering England

www.volunteering.org.uk/resources/publications/volunteersandthelaw.htm

Community Service Volunteers

Book list

www.csv.org.uk/get+trained/iavm/iavm+book+shop.htm

Volunteering England's good practice bank

www.volunteering.org.uk/resources/goodpracticebank

A free online handbook for volunteer managers that anyone can edit

<http://wiki.volunteermanagers.org.uk>

Investing in Volunteers Award

<http://iiv.investinginvolunteers.org.uk>

Investors in People

<http://www.investorsinpeople.co.uk/Pages/Home.aspx>

PQASSO (Practical Quality Assurance System for Small Organisations)

www.ces-vol.org.uk/index.cfm?pg=42

An online tool to help you source other national occupational standards that support the role of a manager

www.beabettermanager.com

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Prince's Trust
Kate Bowgett
London Museums Hub
Ruth Buchanan
Samaritans
Lynette Grant
BTEG
Kathy Kozlowski
Amber Trust
Stuart Chadbourne
Norwood Citizens Advice
BureauVolunteering England

If you would like to be kept up to date or are interested in finding out more about standards and how they can be used please email us your contact details at: workforcehub@ukworkforcehub.org.uk and we can add you to the mailing list.

The standards the UK Workforce Hub has developed are for Fundraising, the Management of Volunteers and Trustees and Management Committee members. We are currently developing standards for Development Workers (those in second tier organisations) and Campaigning; these will be ready towards the end of 2009.

The UK Workforce Hub offers advice and guidance to help third sector organisations to attract, develop and retain the staff and volunteers they need.

www.ukworkforcehub.org.uk

This booklet can be made available in alternative formats upon request.

Please contact the UK Workforce Hub for further information:

workforcehub@ukworkforcehub.org.uk
or 0207 520 2490