

## **Key Area A - Develop and evaluate strategies and policies that support volunteering**

This key area looks at the skills and competencies involved in developing an organisation's strategic direction with respect to volunteering. It covers the development of appropriate policies, structures, systems, and plans to enable volunteers to contribute to achieve the organisation's goals, as well as the evaluation of the contribution of volunteers to these goals. The units within this key area will be of use to strategic decision makers within the organisation.

There are a wide range of publications and toolkits available to assist with the development of volunteering strategies, including some excellent free downloadable resources, toolkits and sample policies.

### **The Good Practice Guide, 2<sup>nd</sup> edition**

Kate Bowgett, Kathryn Dickie and Mark Restall  
Volunteering England, 2002  
ISBN 1-897708 23 8  
£12.50  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

Clear practical guide to volunteer management. Includes advice on the process of developing a volunteer policy. The guide also includes information on the underpinning knowledge required including screening, insurance and health and safety issues.

### **The Complete Volunteer Manager**

WCVA, 2005  
[www.wcva.org.uk](http://www.wcva.org.uk)  
£12 (PDF version)  
Relevant sections may also be downloaded free of charge from website.

Online guide to all aspects of managing volunteers. Recently revised, and extracts from the guide are available to download from WCVA, including information on creating volunteer policy and a range of sample policies

### **Get it Right from the Start**

Volunteering England, 2002 (Booklet)  
Free download from  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

Advice on developing and introducing a volunteer policy. Areas covered include recruitment, diversity, induction and training, expenses, supervision and support, insurance, health and safety, grievance and disciplinary and confidentiality.

### **Deciding Whether to Involve Volunteers (mini guide)**

Kate Bowgett  
Volunteering England, 2003  
£2.50  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

This concise booklet looks at the questions you need to ask before deciding to involve volunteers.

**As Good as They Give – Good Practice Workbooks**

Volunteer Development Agency – Northern Ireland, 2001

Free download

[www.volunteering-ni.org.uk](http://www.volunteering-ni.org.uk)

A series of five illustrated workbooks, reflective exercises and case studies.

Those relevant to this key area are:

Workbook 1 - Planning for Volunteer Involvement

Workbook 5 - Volunteers and the Wider Organisation

**Good Practice Guide**

The Brighton and Hove Working Together Project

[www.brightonhovevolunteers.org.uk/goodpractice](http://www.brightonhovevolunteers.org.uk/goodpractice)

Comprehensive free online good practice resource, with information relevant to larger voluntary organisation and small community groups. Covers organisational strategies and policies. Includes sample policies and forms.

**From Barriers to Bridges**

Volunteering England, 2001 (Booklet)

Free download from

[www.volunteering.org.uk](http://www.volunteering.org.uk)

A practical guide to attracting volunteers across the community. It looks at some of the barriers to volunteering and ways to address them. Includes a sample Equal Opportunities policy.

**From the Top Down (Revised Edition)**

Susan J Ellis

Pub: Energize Inc. 1996 (reprinted 1999)

ISBN 0-940576-17-1

£17.50

Available from Volunteering England, with a free summary also available to download from

[www.volunteering.org.uk](http://www.volunteering.org.uk)

US publication aimed at senior management and covering strategic planning for volunteer involvement, Topics covered include organisational structures, resource allocation, staff/volunteer relations and evaluation.

**Essential Volunteer Management, 2<sup>nd</sup> Edition**

Steve McCurley, Rick Lynch

Directory of Social Change, 1998 (reprinted 2004)

ISBN 1-900360 18 7

Price £14.95

Available from the Directory of Social Change or Volunteering England

[www.dsc.org.uk](http://www.dsc.org.uk)

[www.volunteering.org.uk](http://www.volunteering.org.uk)

A detailed publication. Includes advice on planning for a volunteer programme, creating motivating volunteer jobs. recruitment, screening and interviewing, induction and training, supervising and retaining your volunteers, volunteer-staff relations. A UK version of a US publication.

**By Definition: policies for  
volunteer programmes,  
2<sup>nd</sup> Edition.**

Linda L. Graff

Linda Graff and Associates Inc.,

1997

Price £12

ISBN 0-9684760-0-7

Available from Institute of Advanced  
Volunteer Management (IAVM)

[www.csv.org.uk](http://www.csv.org.uk)

Canadian guide to developing  
volunteer policies, aimed at executive  
directors, board members and  
volunteer managers. Detailed and  
practical information on all aspects of  
the policy development process,  
together with examples of policy  
wording for use in a variety of  
situations.

**Volunteers and the Law**

Mark Restall

Volunteering England, 2005

ISBN 1-897708 30 0

Price £15 hard copy £12 pay to view

Available from Volunteering England

[www.volunteering.org.uk](http://www.volunteering.org.uk)

A guide to legal issues for volunteer  
managers which covers all the main  
areas of concern: Expenses; Benefits;  
Criminal record checks; Health and  
safety; Data protection; Avoiding  
creating employment contracts

**Volunteering Impact assessment  
toolkit**

Institute for Volunteering Research,  
2004

ISBN 1-897708-48-3

Price £35

[www.volunteering.org.uk](http://www.volunteering.org.uk)

A practical guide to measuring the  
impact of volunteering. Includes details  
of how to undertake an impact  
research project. The pack includes a  
CD-ROM containing a selection of tried  
and tested impact evaluation  
questionnaires in Word format

## Key Area B – Promote volunteering

This key area looks at the championing of volunteering within the organisation, the involvement, motivation and retention of volunteers, and at the development of relationships in support of a volunteering strategy. Many of the resources listed in this section provide information on the underpinning knowledge that is needed in order to work effectively with diverse groups of volunteers and potential volunteers, paid staff and service users.

### **The Good Practice Guide, 2<sup>nd</sup> edition**

Kate Bowgett, Kathryn Dickie and Mark Restall

Volunteering England, 2002

ISBN 1-897708 23 8

£12.50 Available from Volunteering England

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Clear practical guide to good volunteer management. Includes information on the underpinning knowledge required including issues around diversity, and helping volunteers change or conclude their volunteering.

### **The Complete Volunteer Manager**

WCVA, 2005

£12 (PDF version)

Sections may also be downloaded free of charge from website

[www.wcva.org.uk](http://www.wcva.org.uk)

Online guide to all aspects of managing volunteers, including issues around recruiting for diversity.

### **Essential Volunteer Management, 2<sup>nd</sup> Edition**

Steve McCurley, Rick Lynch

Directory of Social Change, 1998 (reprinted 2004) ISBN 1-900360 18 7

Price £14.95

Available from the Directory of Social Change or Volunteering England

[www.dsc.org.uk](http://www.dsc.org.uk)

[www.volunteering.org.uk](http://www.volunteering.org.uk)

A UK version of a US publication. Includes advice on planning for a volunteer programme, creating motivating volunteer jobs. and volunteer-staff relations.

### **Keeping Volunteers: a guide to retention**

Steve McCurley, Rick Lynch

McCurley Lynch, 2005

Price £10 (CD ROM) or in a set with a range of other titles for £25

Available from Institute of Advanced Volunteer Management (IAVM)

[www.csv.org.uk](http://www.csv.org.uk)

US PDF guide to retaining volunteers – understanding volunteer motivation, making volunteer welcome, moving volunteers from short-term to longer-term commitment, dealing with burnout, and releasing a volunteer from service.

### **From Barriers to Bridges**

Volunteering England, 2001 (Booklet)

Free download from

[www.volunteering.org.uk](http://www.volunteering.org.uk)

A practical guide to attracting volunteers across the community. It looks at some of the barriers to volunteering and ways to address them. Includes a sample Equal Opportunities policy.

**Thinking About Diversity and Equality – a guide for the voluntary sector**

Adam May, 2004

Free download from

[www.amtraining.co.uk/ncv/trainingmaterials.htm](http://www.amtraining.co.uk/ncv/trainingmaterials.htm)

Booklet providing an overview of the ideas behind diversity and suggestions for conveying the ideas to others.

**Making your Organisation Accessible**

MT McManus, A Kerr, T Lazard

Volunteering England, 2003

Price £2.50

[www.volunteering.org.uk](http://www.volunteering.org.uk)

For organisations that are interested in becoming more accessible to disabled volunteers. It provides a starting point for some of the changes your organisation may need to implement to increase accessibility and comply with the Disability Discrimination Act

**The a-z of volunteering and asylum – a handbook for managers**

Ruth Wilson

Volunteering England, 2003

ISBN 1-897708 28 9

Price £12 hard copy, £8 pay to view

[www.volunteering.org.uk](http://www.volunteering.org.uk)

This handbook covers the issues that can arise when asylum is part of the equation - either in an organisation that includes refugees and asylum-seekers as volunteers, or who work with refugees and asylum-seekers as clients. It shares good practice, challenges barriers, helps build networks, and lists useful resources.

**The (Help!) I-Don't-Have-Enough-Time Guide to Volunteer Management**

Katherine Noyes Campbell and Susan J Ellis

Energise Inc. 2004

ISBN 0 940576 40 6

£14 Available from Volunteering England

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Advice on organising a volunteer management team, and making the most of voluntary resources to administer your programmes

## Key Area C – Recruit and induct volunteers

This key area looks at advertising for volunteers, at the recruitment and selection process, and at induction. There are a wide range of publications and toolkits available to assist with recruitment and induction, including some excellent free downloadable resources, toolkits and checklists.

### **The Good Practice Guide, 2<sup>nd</sup> edition**

Kate Bowgett, Kathryn Dickie and Mark Restall

Volunteering England, 2002

ISBN 1-897708 23 8

£12.50 Available from Volunteering England

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Clear practical guide to volunteer management. Include information on recruitment, selection and induction.

### **The Complete Volunteer Manager**

WCVA

[www.wcva.org.uk](http://www.wcva.org.uk)

£12 (PDF version)

Relevant sections may also be downloaded free of charge from website.

Online guide to all aspects of managing volunteers. Currently under revision, but many sections of the current edition are available to download, including information on recruiting and selecting volunteers

### **Good Practice Guide**

The Brighton and Hove Working Together Project

[www.brightonhovevolunteers.org.uk/goodpractice](http://www.brightonhovevolunteers.org.uk/goodpractice)

Comprehensive online good practice resource, with information relevant to larger voluntary organisation and small community groups. Includes sections on recruitment, induction and training. Includes advice on recruitment, screening and interviewing, induction and training. This is a UK version of a USA publication.

### **Essential Volunteer Management, 2<sup>nd</sup> Edition**

Steve McCurley, Rick Lynch

Directory of Social Change, 1998 (reprinted 2004)

ISBN 1-900360 18 7

Price £14.95 Available from the Directory of Social Change or Volunteering England

[www.dsc.org.uk](http://www.dsc.org.uk)

[www.volunteering.org.uk](http://www.volunteering.org.uk)

A series of five illustrated workbooks, including reflective exercises and case studies. Particularly relevant to this key area:  
Workbook 2 - Attracting and Selecting Volunteers  
Workbook 3 - Managing and Motivating Volunteers

### **As Good as They Give – Good Practice Workbooks**

Volunteer Development Agency, 2001

Free download

[www.volunteering-ni.org.uk](http://www.volunteering-ni.org.uk)



**Recruitment Checklist**

Volunteer Development Agency  
(Northern Ireland)

[www.volunteering-ni.org.uk](http://www.volunteering-ni.org.uk)

Covers the most important questions to ask yourself as an organisation before undertaking recruitment activity.

**Induction Checklist**

Volunteer Development Agency  
[www.volunteering-ni.org.uk](http://www.volunteering-ni.org.uk)

Checklist covering the main areas to be included within an induction programme

**Recruiting Volunteers**

Fraser Dyer and Ursula Jost  
Directory of Social Change, 2002  
ISBN 1-903991-20-X  
Price £10.95 Available from the Directory of Social Change or Volunteering England

[www.dsc.org.uk](http://www.dsc.org.uk)

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Practical guidance on planning for recruitment, finding people with right skills, utilising networks, producing effective recruitment messages, making the organisation attractive to volunteers and bringing diversity into the volunteer workforce.

**The Volunteer Recruitment Book (2<sup>nd</sup> Ed)**

Susan J Ellis  
Publisher: Energise Inc, 1996  
ISBN 0-940576-15-5  
Price £18 Available from Volunteering England [www.volunteering.org.uk](http://www.volunteering.org.uk)

A practical publication from the US. Covers all aspects of attracting and recruiting volunteers.

**Selecting Volunteers**

Kate Bowgett,  
Volunteering England, 2003  
£2.50

[www.volunteering.org.uk](http://www.volunteering.org.uk)

This guide shows you how to develop an application process that is suitable for your organisation and select volunteers that are right for the role without creating barriers. Includes task descriptions, application forms, interviews and references.

**Best of All – the quick reference guide to effective volunteer involvement**

Linda L.Graff  
Linda Graff and Associates Inc., 2005  
ISBN 0-9684760-3-1  
£15

Available from Institute of Advanced Volunteer Management (IAVM)

[www.csv.org.uk](http://www.csv.org.uk)

Canadian publication. A concise compendium of best practice in volunteer co-ordination. Includes sections on pre-recruitment planning, volunteer position design, screening, placement and induction (orientation).

**Managing Volunteers Successfully**

Jonathan Moore  
SAVO, 2001  
£12.90 CD and booklet  
£9.50 cassette and booklet  
Available from the Directory of Social

An hour long audio programme and small accompanying booklet. Covers basic sound good practice principles and includes interview with volunteer managers and volunteers. Topics include recruiting volunteers.

Change [www.dsc.org.uk](http://www.dsc.org.uk)

**Supervising Volunteers**

Jarene Francis Lee, with Julia M  
Catagnus  
Pub: Energize Inc  
ISBN: 0-940576-20-1  
Price £18 Available from Volunteering  
England [www.volunteering.org.uk](http://www.volunteering.org.uk)

Practical guide from the USA. Covers  
induction and training, supervision and  
support. The guide also includes checklists  
for volunteer managers on identifying their  
own skills development needs

**Risk Management (mini guide)**

Kathryn Dickie  
Volunteering England, 2003  
£2.50 [www.volunteering.org.uk](http://www.volunteering.org.uk)

Quick guide to the essentials of risk  
management, for organisations that involve  
volunteers. Covers the three main stages  
of the risk management process:  
assessment, analysis and management

**Volunteers and the Law**

Mark Restall  
Volunteering England, 2005  
ISBN 1-897708 30 0  
Price £15 hard copy £12 pay to view  
Available from Volunteering England  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

A readable guide to legal issues for  
volunteer managers which covers all the  
main areas of concern: Expenses;  
Benefits; Criminal record checks; Health  
and safety; Data protection; Avoiding  
creating employment contracts

## Key Area D – Manage and develop volunteers

This key area covers day to day management requirements, including planning, organising and monitoring work, motivating and leading volunteers, supporting and enabling learning and development, maintaining records, managing expenses and addressing problems affecting volunteers.

There are a variety of publications and toolkits available on this subject, including good practice guides and publications, which cover the underpinning knowledge requirements needed. Additional resources listed under Key Area E will also be of relevance to managers when it comes to developing their personal skills and competencies.

### **The Good Practice Guide, 2<sup>nd</sup> edition**

Kate Bowgett, Kathryn Dickie and Mark Restall

Volunteering England, 2002

ISBN 1-897708 23 8

£12.50 Available from Volunteering England

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Comprehensive practical guide to good volunteer management. Includes information on training, support and supervision. Suitable for both new and experienced volunteer managers.

### **The Complete Volunteer Manager**

WCVA

[www.wcva.org.uk](http://www.wcva.org.uk)

£12 (PDF version)

Relevant sections may also be downloaded free of charge from website.

Online guide to all aspects of managing volunteers. including information on support and supervision, training, valuing volunteers and dealing with difficulties.

### **As Good as They Give – Good Practice Workbooks**

Volunteer Development Agency, 2001

Free download

[www.volunteering-ni.org.uk](http://www.volunteering-ni.org.uk)

A series of five illustrated workbooks, including reflective exercises and case studies. Particularly relevant to this key area:

Workbook 3 - Managing and Motivating Volunteers

Workbook 4 – Managing Volunteer Training

**Essential Volunteer Management, 2<sup>nd</sup> Edition**

Steve McCurley, Rick Lynch  
Directory of Social Change, 1998 (reprinted 2004)  
ISBN 1-900360 18 7  
Price £14.95 Available from the Directory of Social Change or Volunteering England  
[www.dsc.org.uk](http://www.dsc.org.uk)  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

Includes advice on creating motivating volunteer jobs. supervising and retaining volunteers, A UK version of a US publication.

**Best of All – the quick reference guide to effective volunteer involvement**

Linda L. Graff  
Linda Graff and Associates Inc., 2005  
ISBN 0-9684760-3-1  
£15  
Available from Institute of Advanced Volunteer Management (IAVM)  
[www.csv.org.uk](http://www.csv.org.uk)

Canadian publication. A concise compendium of best practice in volunteer co-ordination. Includes sections on supervision and ongoing placement support, training and taking corrective action.

**Supervising Volunteers**

Jarene Francis Lee, with Julia M Catagnus  
Pub: Energize Inc  
ISBN: 0-940576-20-1  
Price £18  
Available from Volunteering England  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

Practical guide from the US. Covers induction and training, supervision and support. The guide also includes checklists for volunteer managers on identifying their own skills development needs

**Managing Volunteers Successfully**

Jonathan Moore  
SAVO, 2001  
£12.90 CD and booklet  
£9.50 cassette and booklet  
Available from the Directory of Social Change  
[www.dsc.org.uk](http://www.dsc.org.uk)

An hour long audio programme and small accompanying booklet. Covers basic sound good practice principles and includes interviews with volunteer managers and volunteers. Topics covered include getting the best from your volunteers.

**Handling Problem Volunteers**

Sue Vineyard and Steve McCurley  
Heritage Arts, 2003  
ISBN 0-911029-52-4  
Price £10 (CD ROM) or in a set with a range of other titles for £25  
Available from Institute of Advanced Volunteer Management (IAVM)  
[www.csv.org.uk](http://www.csv.org.uk)

US guide in PDF format. Covering dealing with difficult volunteers – from the annoying to the seriously disruptive and downright dangerous. Looks at possible reasons lying behind a range of problem behaviours and suggestions on how to deal with them. Illustrated with a variety of examples and case studies.

**Volunteers and the Law**

Mark Restall  
Volunteering England, 2005

A readable guide to legal issues for volunteer managers which covers all the main areas of concern: Expenses;

ISBN 1-897708 30 0  
Price £15 hard copy £12 pay to view  
Available from Volunteering England  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

Benefits; Criminal record checks;  
Health and safety; Data protection;  
Avoiding creating employment  
contracts

## **Key Area E – Manage yourself, your relationships and your responsibilities**

This key area looks at the responsibilities of managers in developing their own and others' capacity for managing volunteers. It includes responsibilities for developing productive working relationships and to contributing to the maintenance of a healthy, safe and productive working environment.

The resources in this section are primary those publications which are specifically relevant to this key area, in that they contain practical or diagnostic exercises for developing management skills, or they refer to the specific health, safety and risk assessment aspects of management. Many of the good practice guides listed under Key Areas A, C and D would also be relevant, as they provide much of the essential information needed to undertake the volunteer management role effectively.

### **Voluntary Matters Series 3**

Video and e-learning website  
Published by The Media Trust, £20  
[www.voluntarymatters3.org](http://www.voluntarymatters3.org)

Learning package consisting of a video, accompanying booklet and e-learning website. Can be used by individuals or as part of a group training session. Covers the following areas: inspirational leadership, motivating volunteers, diversity, decision making, managing conflict and change and managing risk.

### **The Good Practice Guide, 2<sup>nd</sup> edition**

Kate Bowgett, Kathryn Dickie and Mark Restall  
Volunteering England, 2002  
ISBN 1-897708 23 8  
£12.50 Available from Volunteering England  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

Comprehensive practical guide to good volunteer management. Contains a selection of practical exercises and can be used as a training toolkit. Suitable for both new and experienced volunteer managers.

### **As Good as They Give – Good Practice Workbooks**

Volunteer Development Agency, 2001  
Free download  
[www.volunteering-ni.org.uk](http://www.volunteering-ni.org.uk)

A series of five illustrated workbooks, including reflective exercises and case studies, making them very suitable for continuous professional development. Subjects covered are:

1. Planning Volunteer involvement
2. Attracting and Selecting Volunteers
3. Managing and Motivating Volunteers
4. Managing Volunteer Training

### **Supervising Volunteers**

Jarene Francis Lee, with Julia M Catagnus  
Pub: Energize Inc  
ISBN: 0-940576-20-1  
Price £18  
Available from Volunteering England  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

### **Volunteers and the Law**

Mark Restall  
Volunteering England, 2005  
ISBN 1-897708 30 0  
Price £15 hard copy £12 pay to view  
Available from Volunteering England  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

### **Getting a Grip – Risk, risk management and volunteering**

Katharine Gaskin  
Pub Volunteering England and the Institute for Volunteering Research, October 2005  
Free download from  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

### **Risk Management (mini guide)**

Kathryn Dickie  
Volunteering England, 2003  
£2.50  
[www.volunteering.org.uk](http://www.volunteering.org.uk)

### **Better Safe... risk management in volunteer programs & community service**

Linda L.Graff  
Linda Graff and Associates Inc., 2003  
ISBN 0-9684760-2-3  
£15  
Available from Institute of Advanced Volunteer Management (IAVM)  
[www.csv.org.uk](http://www.csv.org.uk)

### **5. Volunteers and the Wider Organisation**

Practical guide from the US. Covers induction and training, supervision and support. The guide also includes checklists for volunteer managers on identifying their own skills development needs

A readable guide to legal issues for volunteer managers which covers all the main areas of concern: Expenses; Benefits; Criminal record checks; Health and safety; Data protection; Avoiding creating employment contracts

Home Office funded literature review looking at the various aspects of risk management affecting volunteering

Quick guide to the essentials of risk management, for organisations that involve volunteers. Covers the three main stages of the risk management process: assessment, analysis and management

Canadian publication. In-depth guide to the practice of risk management for volunteer involving organisations. Includes practical checklists and worksheets as well as detailed step-by-step guidance through a risk management model. Includes information tailored for particular circumstances, such as short-term volunteering, as well as ongoing programmes.

## **Key Area F – Provide support to volunteering**

This key area looks at a number of support functions with relevance to a volunteer programme. This includes project management, fundraising and financial management, negotiating supplier agreements, organising events, facilitating meetings, knowledge management and reporting to external agencies. Many of the units within this key area have been imported from other sets of national occupational standards, and have been adapted in order to be relevant to volunteer management.

There are fewer resources in this key area aimed specifically at volunteer managers, due to the support nature of these functions. However it would benefit anyone working with volunteers to have some understanding of basic good practice and the volunteer management guides suggested in this section have been selected as suitable because they are straightforward and easy to read.

There are also plenty of generic guides written for the voluntary sector and covering areas such as project management, fundraising, negotiation etc. available. The Directory of Social Change is one publisher who offers a number of suitable guides. A selection of relevant publications is outlined below. However it is beyond the scope of this report to include for example a detailed list of all the fundraising publications available.

**The Good Practice Guide, 2<sup>nd</sup> edition**

Kate Bowgett, Kathryn Dickie and Mark Restall

Volunteering England, 2002

ISBN 1-897708 23 8

Easy to read guide to issues involved in volunteer management. Includes starting a volunteer programme, recruitment, support and supervision. Includes information on the underpinning knowledge required including screening, insurance and health and safety issues.

**Risk Management (mini guide)**

Kathryn Dickie

Volunteering England, 2003

£2.50

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Quick guide to the essentials of risk management, for organisations that involve volunteers. Covers the three main stages of the risk management process: assessment, analysis and management

**The Complete Volunteer Manager**

WCVA, 2005

[www.wcva.org.uk](http://www.wcva.org.uk)

£12 (PDF version)

Relevant sections may also be downloaded free of charge from website.

Online guide to all aspects of managing volunteers. Recently revised, and extracts from the guide are available to download from WCVA, including information on creating volunteer policy and a range of sample policies

**Community Fundraising**

Harry Brown (Editor)

DSC, 2002

ISBN: 1-900360 98 5

Price £22.45 Available from the Directory of Social Change or Volunteering England

[www.dsc.org.uk](http://www.dsc.org.uk)

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Publication covering the management of volunteer community networks in fundraising. It covers: what community funding is, why people volunteer, the value of volunteers and staff attitudes to volunteers, the recruitment, retention and development of volunteers, the management of staff working with volunteers.

**The Complete Guide to Creating and Managing New Projects for Voluntary Organisations**

Alan Lawrie

DSC, 2002

ISBN: 1 903991 15 3

£12.50 from the Directory of Social Change

[www.dsc.org.uk](http://www.dsc.org.uk)

Advice on creating a managing a voluntary sector project, including monitoring and evaluation

**Just About Managing: Effective Management for Voluntary Organisations and Community Groups, 5<sup>th</sup> Edition**

Sandy Adirondack

London Voluntary Service Council, 2005

ISBN 1 872582 86 9

£25

Available from the Directory of Social Change

[www.dsc.org.uk](http://www.dsc.org.uk)

Practical introduction to good management in the voluntary sector, covers a wide range of topics including managing meetings, managing money, administration and paperwork, and managing communication and reports

## Underpinning knowledge and skills

National Occupational Standards provide detailed listings of the knowledge and skills requirement, which underpin the work of volunteer managers. Much of the specific knowledge and information needed (e.g. legal obligations) is available in the guides and publications listed above under each key area. It should also be noted that communication, leadership and other key generic management skills are integral to the volunteer management role, perhaps even more so than in other areas of management, due to the unique nature of the voluntary work. The Volunteering Hub when developing the National Training Strategy for Volunteer Management will take these areas into account.

A useful first port of call for queries concerning specific aspects of volunteer management is the national volunteering infrastructure organisations across the UK. These organisations maintain websites, which contain a wealth of downloadable and purchasable resources. Whereas many of the principles of good volunteer management are applicable across the UK, there are variations in aspects of legislation and practice in each nation, and the volunteer centres are able to provide that information, as well as signposting to local infrastructure agencies where appropriate. A summary of each volunteering infrastructure organisation and its services are given below.

### England

#### Volunteering England

Regent's Wharf

8 All Saints Street

London N1 9RL

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Tel: 0845 305 6979 (general)

Tel: 0800 028 3304 (information helpline)

In addition to a wide range of good practice publications and research reports, Volunteering England provides a selection of free information sheets to download, and a free information helpline to assist with specific queries. The website also signposts contact details for the network of local Volunteer Centres, where additional good practice training and support is available.

Volunteering England is currently developing the good practice support and training that it offers, as part of the Excellence in Volunteer Management programme, and 2006 will see the development and roll-out of a national training strategy for volunteer management in England. This programme draws on the National Occupational Standards as well as the complementary Investing in Volunteers Standard<sup>1</sup>. Free information sheets currently cover the following areas:

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<sup>1</sup> Investing in Volunteers is a UK-wide quality standard for volunteer involving organisations. The standard is based on 10 indicators of good practice, and awarded to organisations who can demonstrate their performance against the indicators. It is complementary to the NOS, in that Investing in Volunteers

- ◆ **Accepting Volunteers from outside the UK**  
(Outlines rule attached to accepting volunteers from overseas. Also covers refugees and asylum seekers).
- ◆ **Accreditation of voluntary work**  
(Aimed at volunteer co-ordinators who are interested in formally accrediting the work of the volunteers in their organisation.)
- ◆ **Careers in the Voluntary Sector**
- ◆ **Finding out about Volunteering**  
(Information sheet for prospective volunteers)
- ◆ **Health and Safety of Volunteers**
- ◆ **National Minimum Wage**  
(Addresses issues around the risk of creating a contact with volunteers, covering the reimbursement of expenses, training etc.)
- ◆ **Sample Volunteer Agreements**
- ◆ **Screening and police checking**
- ◆ **Types of Insurance Policy which cover volunteers**
- ◆ **Volunteer drivers**  
(Covers insurance, screening, safety, mileage etc.)
- ◆ **Volunteer Expenses**
- ◆ **Volunteering and state benefits**  
(The rules affecting the impact of volunteering when claiming a range of state benefits including Jobseekers' Allowance and Disability Living Allowance.)
- ◆ **Who is allowed to volunteer?**  
(Legal and safety restrictions affecting diverse groups of potential volunteers, including asylum seekers, under-18s and ex-offenders.)

### **Northern Ireland**

Volunteer Development Northern Ireland  
4th Floor  
58 Howard Street  
BELFAST  
BT1 6PG  
028 90236100  
[www.volunteering-ni.org](http://www.volunteering-ni.org)

The Agency provides a comprehensive suite of training and information on all issues of volunteer management. A range of free information sheets and checklists are available to download including:

- ◆ **Risk Assessment and Volunteers**
- ◆ **Volunteer Drivers**
- ◆ **Volunteers and Expenses**
- ◆ **Volunteers and Insurance**
- ◆ **Volunteers and the Law**

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considers organisational performance as a whole, whereas the NOS focus on the competencies required by volunteer managers.

- ◆ **Children and Volunteering**
- ◆ **Disability and Volunteering**
- ◆ **Diversity in Volunteering**
- ◆ **Ex-offenders and Volunteering**
- ◆ **HIV and Volunteering**
- ◆ **Mental Health and Volunteering**
- ◆ **Older People and Volunteering**
- ◆ **Top Tips: Welcoming Multi Ethnic Volunteers**
- ◆ **Young People and Volunteering**

## **Scotland**

### **Volunteer Development Scotland**

Stirling Enterprise Park

Stirling

FK7 7RP

01786 479593

[www.vds.org.uk](http://www.vds.org.uk)

Volunteer Development Scotland disseminates good practice in volunteer management, and stimulates dialogue around volunteer development in Scotland.

The following information sheets are available on the website

- ◆ **Framework for Volunteering – Policy and Procedures on Volunteers in Voluntary Organisations**
- ◆ **Engaging Volunteers – A Good Practice Guide**
- ◆ **Recruiting Volunteers from outside the UK**
- ◆ **Volunteering by Children and Young People under 16**
- ◆ **Insuring Volunteers**
- ◆ **Guidelines on Volunteers' Expenses**

## **Wales**

### **WCVA**

Baltic House

Mount Stuart Square

Cardiff Bay

Cardiff

CF10 5FH

0870 607 1666

[www.wcva.org.uk](http://www.wcva.org.uk)

WCVA provides information, advice and training on volunteering and volunteering management, and signposts to the network of local volunteer bureaux in Wales. In addition to good practice guidance materials, the WCVA website includes information sheets covering the following areas.

- ◆ **Developing a volunteer strategy**
- ◆ **A model policy on volunteering**
- ◆ **A short guide to voluntary opportunities**
- ◆ **Volunteers and the law**
- ◆ **Criminal Record Checks**
- ◆ **Improving volunteers' safety**
- ◆ **Volunteers and welfare benefits**
- ◆ **Volunteering to work with vulnerable adults and children**

## Websites

Alphabetical round up of websites providing access to relevant resources and training.

### **AM Training**

Training provides who offers a Volunteer Management Professional Training programme linked to NOS

[www.amtraining.co.uk](http://www.amtraining.co.uk)

### **Directory of Social Change**

Publisher and training provider specialising in the voluntary sector

[www.dsc.org.uk](http://www.dsc.org.uk)

### **Energize Inc.**

US based resource site from author Susan J Ellis

[www.energizeinc.com](http://www.energizeinc.com)

### **Institute for Advanced Volunteer Management (IAVM)**

Part of Community Service Volunteers, offers an annual residential event and access to publications and resources, many of them originating in the US

[www.csv.org.uk/Get+Trained/IAVM](http://www.csv.org.uk/Get+Trained/IAVM)

### **Institute for Volunteering Research**

Commissions and disseminates research on different aspects of volunteering

[www.ivr.org.uk](http://www.ivr.org.uk)

### **Investing in Volunteers**

Quality standard for volunteer-involving organisations based on ten indicators of good practice

[www.investinginvolunteers.org.uk](http://www.investinginvolunteers.org.uk)

### **Volunteer Development Agency – Northern Ireland**

Umbrella body for volunteering in Northern Ireland

[www.volunteering-ni.org](http://www.volunteering-ni.org)

### **Volunteer Development Scotland**

Umbrella body for volunteer development in Scotland

[www.vds.org.uk](http://www.vds.org.uk)

### **Volunteering England**

Umbrella body for volunteering in England, and gateway to the network of local Volunteer Centres

[www.volunteering.org.uk](http://www.volunteering.org.uk)

### **Wales Council for Voluntary Action**

Umbrella body for volunteering in Wales

[www.wcva.org.uk](http://www.wcva.org.uk)

