# Contents

- About the authors xi
- About the Directory of Social Change xiii
- Foreword by Professor Karen Cox xiv
- Foreword by Baroness Grey-Thompson xv
- Acknowledgements xvi
- Preface to the fourth edition by Rick Lynch xvii

## 1 An introduction to volunteer involvement

1.1 Our approach: volunteer management in the 2020s 1
1.2 An overview of volunteers and volunteering 5
1.3 Reasons for volunteering 9
1.4 Changing patterns and trends in volunteering 12
1.5 Changing models of volunteer management 13
1.6 Practical pointers 16

## 2 Planning for high-impact volunteer involvement

2.1 Identifying your mission 17
2.2 Considering your volunteers in strategic planning 18
2.3 Making volunteering integral 19
2.4 Setting objectives for volunteer involvement 21
2.5 Practical pointers 22

## 3 Embedding volunteer involvement

3.1 Determining the rationale behind volunteer involvement 25
3.2 Staff involvement in planning 28
3.3 Getting senior leadership support 30
3.4 Organisational climate 30
3.5 Policies and procedures 33
3.6 Practical pointers 35

## 4 Creating motivating roles for volunteers

4.1 Designing volunteer involvement for staff buy-in 37
4.2 Designing volunteer roles for results 39
4.3 Writing volunteer role descriptions 41
4.4 Negotiating and updating descriptions 43
4.5 Practical pointers 44

## 5 Recruiting volunteers

5.1 Warm-body recruitment 46
5.2 Targeted recruitment 50
5.3 Concentric circles recruitment 57
5.4 Ambient recruitment 60
5.5 Making use of events to attract volunteers 61
5.6 Recruiting for diversity 63
5.7 Being flexible in your recruitment 66
5.8 Practical pointers 68

6 Matching volunteers to roles 71
6.1 Why interview potential volunteers? 71
6.2 Interviewing potential volunteers 73
6.3 Turning away potential volunteers 77
6.4 Finalising the matching process 78
6.5 Practical pointers 81

7 Preparing volunteers for success 83
7.1 Orientation 84
7.2 Training 87
7.3 Training as a volunteer benefit 90
7.4 Practical pointers 91

8 Managing and empowering volunteers 93
8.1 Balancing needs of volunteers, beneficiaries and organisation 93
8.2 Setting levels of authority 97
8.3 Creating a supportive environment 101
8.4 Involving senior management 107
8.5 Practical pointers 110

9 Managing at a distance and with groups 113
9.1 Volunteers at arm’s length 113
9.2 Volunteers working together 119
9.3 Practical pointers 123

10 Managing volunteers with different purposes 125
10.1 Young people as volunteers 125
10.2 Older and post-employment volunteers 128
10.3 Supported volunteers 129
10.4 Volunteers as managers 131
10.5 Volunteers on committees 132
10.6 Practical pointers 135

11 Managing with external requirements 137
11.1 Government programmes for employability 137
11.2 Prisoner and ex-offender volunteers 141
11.3 Employee and pro bono volunteering 142
11.4 Practical pointers 148
CONTENTS

12 Making a difference 151
  12.1 Providing appraisal and feedback 151
  12.2 Tackling problem behaviour 154
  12.3 Taking positive management action 159
  12.4 Releasing a volunteer 163
  12.5 Practical pointers 172

13 Building and maintaining relationships with volunteers 175
  13.1 Individual needs and circumstances 175
  13.2 Nurturing for the long term 179
  13.3 Staying in touch 184
  13.4 The volunteer life cycle: critical points 186
  13.5 Recognising volunteers 190
  13.6 Practical pointers 195

14 Building staff and volunteer engagement 197
  14.1 Changing problem situations 197
  14.2 Bringing and keeping staff on side 199
  14.3 Management working together 202
  14.4 Replacing paid staff and volunteers 207
  14.5 Practical pointers 210

15 Measuring effectiveness 211
  15.1 Monitoring and evaluation 211
  15.2 Thinking it through 212
  15.3 Measuring volunteering as volunteering 216
  15.4 Costing volunteering 218
  15.5 Customer-based evaluation 221
  15.6 Standards-based assessment 222
  15.7 Practical pointers 223

16 Final thoughts 225
  16.1 Start small 225
  16.2 Pick your priorities 225
  16.3 Find a core group of volunteers 226
  16.4 Rely on persuasion, not coercion 226
  16.5 Get connected 227
  16.6 Further reading 228

References 231
Index 235