

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
1.1 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	17
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	25
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	37
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	45
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

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