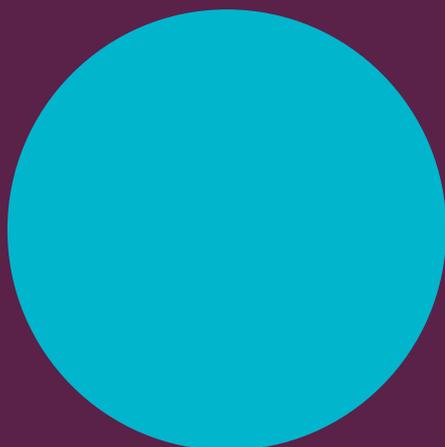
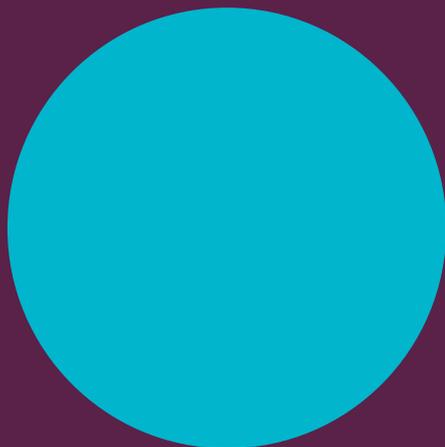
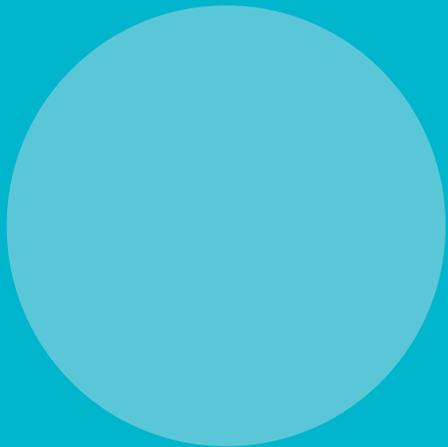
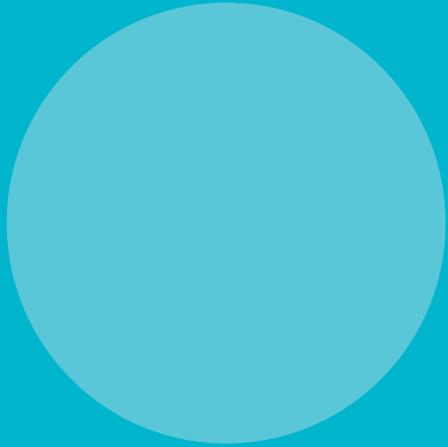


Volunteer Managers

National Occupational Standards

Pocket-sized edition





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National Occupational Standards tell you what you need to know to do your job well. There are National Occupational Standards that cover all industries and areas of business. Skills – Third Sector is responsible for developing the National Occupational Standards covering key jobs and roles in third sector organisations, including social enterprises.

These are the National Occupational Standards for volunteer managers. They have been developed to encourage good management of volunteers throughout voluntary and community organisations. They are part of the series of National Occupational Standards developed by Skills – Third Sector to set the standards for key jobs in the community and voluntary sector including fundraisers, trustees, campaigners and people who work in organisational development.

They have been produced by people with a wide range of different experiences of working in and being on the boards of voluntary and community organisations, both large and small, and developed in consultation with lawyers, accountants, regulatory bodies and umbrella organisations.

Whether you are a volunteer manager, or are considering recruiting one, it is very important that you are clear about what the role involves. These National Occupational Standards are designed to help you to understand what is involved in managing volunteers and to carry out these responsibilities with confidence.

This pocket-sized edition can be used with the full National Occupational Standards for volunteer managers, which have more detailed guidance and resources. You can download the full National Occupational Standards from **www.skills-thirdsector.org.uk**.

How to use this guide

This guide is for organisations that are looking to recruit or develop a volunteer manager post and want to know what the job description and person specification should cover. We believe this guide will be useful to:

- Volunteer Centres
- Human Resource departments
- Organisations that want to review their volunteer strategy
- Organisations looking to recruit a volunteer manager for the first time
- People who are 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

These volunteer managers' National Occupational Standards comprises of 37 individual standards or areas of competencies that volunteer managers need. Each of these standards is listed in the *Role profile charts*.

In the full set of standards each individual standard is laid out in a format shown in the table opposite. The name of the standard is followed by information grouped under four headings – *overview*, *performance standards*, *knowledge and understanding* and *personal qualities*. We've used the standard 'Induct volunteers' as the example to show you what sort of information you find under each heading.

In this guide we have just included the *overview* of each standard in the role tables. To find out about the *performance standards*, *knowledge and understanding* and *personal qualities* a volunteer manager needs for their role please refer to the full set of National Occupational Standards for volunteer managers. *Knowledge and understanding* and *personal qualities* are set out in matrices. These, together with the descriptions of the *performance standards*, will help you identify the skills a volunteer manager already has and any that they need to develop in order to do their job well. Download the full set from www.skills-thirdsector.org.uk

These standards are not compulsory, nor do they represent a legal framework. They are intended as a guide to the skills and knowledge that volunteer managers need to do a good job. Some areas 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 standard of competence

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 an individual's competence.

Knowledge and 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 have to induct volunteers well.

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 or 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 question or more then you may have a case for recruiting a volunteer manager. The more questions you answer 'yes' to the stronger your case. If the answer to all of these questions is 'yes' then your organisation and your volunteers would benefit from having someone specifically to manage volunteers.

- Would your organisation be unable to function without volunteers?
- Do your current or potential funders require monitoring and 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?
- Are there risks attached to what your volunteers do? Do they offer advice or work with vulnerable people and therefore need training 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 your organisation works with volunteers then someone needs to know about the legal issues around involving volunteers. For example, many organisations do not realise that incorrectly worded policies or paying flat rate expenses, could give volunteers the same status as staff and employment rights.

Organisations are responsible for running background checks of their volunteers. Recruiting and using volunteers also brings legal responsibilities including duty of care, health and safety and CRB (Criminal Records Bureau) checking. Staff with no previous experience of managing volunteers may not have the knowledge or experience to do this.

There's more information in Volunteering England's guide *Volunteers and the Law*, listed in *Further reading*.

“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

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 by those who manage or train people doing that job.

The term volunteer manager covers quite a broad spectrum of responsibilities but generally there are two levels. There is 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.

Before you recruit you need 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 want to build managing volunteers into an existing role. This guide will help you to evaluate how realistic this is and whether or not someone has the capacity to take on the additional responsibilities required to manage volunteers.

Creating the role profile

This section 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 or from outside, and if you need to consult the full standards for more detail.

Job descriptions

Use the *Role profile charts* to put together your job description. Tick the tasks that you want your volunteer manager to undertake. Then decide which level best fits the job description – practitioner or strategic. If you find you require both practitioner and strategic levels in your volunteer manager, you need to recognise this in the structure of your organisation.

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

- (P) Practitioner
- (S) Strategic
- (B) Both

If you already have, or are, a volunteer manager then you can use the charts to check that your job description is still appropriate.

Role profile charts

Which of these activities are you currently doing or would like to be doing? If you are responsible for a volunteer manager, what would you like them to do? The reference numbers link to the codes in the full National Occupational Standards and will help you to use them if you choose to consult them.

Key Area A Develop and evaluate strategies and policies that support volunteering			
✓	Unit Title	Unit Overview	Ref
<input type="checkbox"/> (P)	Contribute to developing a strategy in an organisation that involves volunteers	Identify the organisation's stakeholders, their needs, preferences and other factors to make informed suggestions for improving 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 a 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; 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	Draft plans, identify the resources needed to carry out your plans and gain 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	Evaluate 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	Help 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; involving volunteers in your organisation and, where necessary, helping 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 recruiting and placing 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 make sure the requirements are met.	(D1)
<input type="checkbox"/> (P)	Lead and motivate volunteers	Tell volunteers about their activities and responsibilities; supporting them during volunteering activities, 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 make suitable opportunities available to them.	(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	Prepare sessions, taking into account the diverse needs, abilities and preferences of volunteers; facilitating appropriate activities and managing the group dynamics, and reviewing and evaluating sessions to improve future events.	(D5)
<input type="checkbox"/> (P)	Maintain records of volunteers	Gather and record personal information about volunteers in line with data protection legislation and use personal information in line with confidentiality requirements.	(D6)
<input type="checkbox"/> (P)	Manage volunteers' expenses	Reimburse expenses, maintain records of expenses and deal 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 help 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 an interest in your work).	(E3)
<input type="checkbox"/> (B)	Promote productive working relationships between volunteers and other stakeholders	Make sure that volunteers work effectively together and with other stakeholders, such as staff in your organisation or partners from other organisations; ensuring that there is mutual understanding of each others' roles, responsibilities and contributions to your organisation's goals; and dealing with conflicts if they 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; 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 what your organisation does and the difference it makes 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 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 (such as trustees, committee members and senior managers), beneficiaries, partner organisations and funding organisations.	(F2)
<input type="checkbox"/> (S)	Obtain funds for volunteering policies and plans	Identify sources of funding; preparing an application, and negotiating and agreeing funding. To identify 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 or funding officers at your local Council for Voluntary Service (CVS) or equivalent infrastructure organisation can help identify funding sources.	(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 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 you are responsible for; identifying and planning the resources you and your team need, obtaining those resources and monitoring their use.	(F6)
<input type="checkbox"/> (P)	Organise events involving volunteers	Organise 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 effective service provision, including implementing improvements in the quality of services; establishing quality standards, assuring quality in line with quality standards, and improving the quality of services.	(F8)
<input type="checkbox"/> (P)	Lead and participate in meetings involving volunteers	Facilitate 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	Gather and store 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	Identify and gather information required by external agencies and report to external agencies in line with requirements.	(F11)

Key words and phrases

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).

Mission

A specific purpose that contributes to an organisation's vision.

National Occupational Standards (NOS)

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

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 that an organisation can carry out to identify the skills they have among their employees. By carrying out this analysis managers can then decide what training is required to fill any gaps in skills.

Stakeholders

A person or organisation that has a legitimate interest in an organisation or issue. Stakeholders in organisations that involve volunteers 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 statement

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. It is achieved through a sequence of steps, which are monitored and modified to accomplish the goals and objectives. A strategy should incorporate the organisation's vision, mission and statement of values, where appropriate. A strategic plan is the timetabled account of the strategy.

Structure

The line management arrangements in an organisation. This may indicate a chain of command, job titles and areas of responsibility. It could include the number of people involved.

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, social enterprises and other not-for-profit organisations.

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.

So what now?

Now you know which standards are significant to you or to the role you are creating, you have the basic information from which to build the job description and the person specification.

You can also use the standards you have selected for inducting your volunteer manager or for their appraisals. The following tables will illustrate how you can do this.

You may also want to refer to the full standards at www.skills-thirdsector.org.uk to look more closely at the performance criteria for each standard you have selected. The full set of standards contains useful matrices showing the type of knowledge and understanding or personal qualities a volunteer manager should have. This information can help you broaden your job description or person specification. The matrices are colour coded so you can see which areas correlate with the standards you first selected here.

Other uses of the standards

✓ Induction programme for a volunteer manager	
✓	Identify the standards relevant to the new role, and read the performance criteria in the full National Occupational Standards to understand the standard of performance required and the underpinning knowledge and skills.
☐	Identify those standards where the volunteer manager is fully confident and can meet the performance criteria, and those standards for which they may need 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 a volunteer manager needs to develop to meet the standards selected in their job description.
☐	Agree with the volunteer manager how they are going to develop the skills areas identified. Sometimes a volunteer manager will need training; at other times they may require a briefing on people, places and procedures, or support from a more experienced colleague when doing unfamiliar activities
☐	Agree a timescale for completing the induction programme and reviewing progress.

✓ Performance appraisal/training needs analysis for a volunteer manager	
✓	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 for the detail. Consider the necessary elements of the performance criteria and record examples of the things that they have done well.
☐	By looking at the matrices in the full set you can consider the knowledge and understanding or personal qualities that they could develop to improve their performance.
	Record if they need any training to improve their 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 recognising a weakness is enough to tackle it, or internal or external mentoring or coaching could help.

Training

Short courses in managing volunteers are run in local Volunteer Centres or other local 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

A bespoke learning and development programme for all who work with volunteers

www.volunteering.org.uk/evm

Community Service Volunteers

Runs courses on managing volunteers and an annual residential course the Institute for Advanced Volunteer Management

www.csv.org.uk/training/volunteer-management

Institute of Leadership and Management

NVQs level 3, 4, and 5 in Management of Volunteers

www.i-l-m.com

LANTRA Awards

Level 3 Award in Volunteer Management

www.lantra-awards.co.uk/training/volunteermanagement.aspx

Further help

Local organisations

Volunteer Centres

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

Volunteering England (VE) accredits and brands Volunteer Centres against six core functions. These are brokerage, marketing volunteering, developing good practice, 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

Council for Voluntary Services (CVS)

CVSs provide help and assistance to their local voluntary and community groups. To find one in your area put 'Council for Voluntary Services' and the name of your area into an internet search engine.

National volunteering organisations

Volunteering England

Regent's Wharf
8 All Saints Street
London N1 9RL

0845 305 6979
volunteering@volunteeringengland.org
www.volunteering.org.uk

Volunteer Development Scotland

Jubilee House
Forthside Way
Stirling FK8 1QZ

01786 479 593
information@vds.org.uk
www.vds.org.uk

Volunteer Development Agency

Northern Ireland
129 Ormeau Road
Belfast BT7 1SH

028 9023 6100
info@volunteering-ni.org
www.volunteering-ni.org

Wales Council for Voluntary Action

Baltic House
Mount Stuart Square
Cardiff CF10 5FH

0800 2888 329
help@wcva.org.uk
www.wcva.org.uk

National infrastructure organisations

England

Skills – Third Sector

The Circle
33 Rockingham Lane
Sheffield S1 4FW

0845 450 3860
info@skills-thirdsector.org.uk
www.skills-thirdsector.org.uk

Wales

WCVA

Baltic House
Mount Stuart Square
Cardiff CF10 5FH

029 2043 1700
enquiries@wcva.org.uk
www.wcva.org.uk

Scotland

SCVO

The Mansfield Traquair Centre
15 Mansfield Place
Edinburgh EH3 6BB

0131 556 3882
enquiries@scvo.org.uk
www.scvo.org

Northern Ireland

NICVA

61 Duncairn Gardens
Belfast BT15 2GB

028 9087 7777
info@nicva.org
www.nicva.org

Networks and professional associations

Association of Volunteer Managers (AVM)

Peer-to-peer networking for people who manage volunteers

info@volunteermanagers.org.uk
www.volunteermanagers.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)

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.

01709 765 444
info@ukces.org.uk
www.ukces.org.uk

Further reading

Volunteers and the law

Published by Volunteering England

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

Community Service Volunteers

A range of resources on volunteering at

www.csv.org.uk/resources

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

www.investorsinpeople.co.uk

PQASSO (Practical Quality Assurance System for Small Organisations)

www.ces-vol.org.uk

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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BureauVolunteering England

To be kept up to date or to out more about standards and how they can be used, please email info@skills-thirdsector.org.uk and we can add you to the mailing list.

The other National Occupational Standards that Skills – Third Sector has developed are for Fundraisers, Trustees and Management Committee members, Development Workers (people who give advice to community and voluntary organisations) and Campaigners.



Skills – Third Sector makes it easier for people in charities and social enterprises to have the right skills to make a difference to people and their communities.

We provide information and resources on skills, qualifications and learning for people who work, volunteer and manage third sector organisations.

info@skills-thirdsector.org.uk
www.skills-thirdsector.org.uk
0845 450 3860

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33 Rockingham Lane
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