<b>Introduction</b> Why do we need a book on Volunteer Program Managemen	1 nt? 1			
Readership	3			
Aims	3			
	4			
Synopsis How to Use the Guide	5			
now to use the Guide	5			
Section 1: The Big Picture				
1 The Changing Scene	7			
Definition of Volunteering	7			
Philosophy of Volunteering	9			
Misconceptions and Realities of Volunteering	12			
Settings Where Volunteers Work and Their Roles	16			
Recipients of Volunteer Activity	17			
Work and Workers: Voluntary and Paid	17			
State, National and International Initiatives	18			
Summary	21			
2. Waluntoon Dagayaga Managamant	23			
2 Volunteer Resource Management Do Volunteers Require Management?	23			
Do Volunteers Require Management? Aim of Management	23			
Requirements of Volunteer Program Management	24			
Values Relating to Volunteer Program Management	26			
Techniques and Performance Measurements	26			
Organisational Culture	26			
Current Terminology	27			
Summary	28			
outilitar y	20			
3 Volunteering and Volunteers: Profiles	29			
The Significance of the Findings	33			
Summary	34			
4 The Impact of Volunteering	35			
Political Implications	35			
Social Implications	37			
Economic Implications	38			
Summary	44			
Reflections	44			
5 Current Issues Influencing Volunteering	46			
The Use of the Word 'Volunteering'	46			
The Need for a Balanced Lifestyle	48			
Funding of Services	50			
Demarcation Between Paid and Voluntary Work	53			
Current Volunteering Trends	57			

	The Need for a Whole-of-Volunteering Approach	62
	Summary	65
	Reflections	65
S	ection 2: Setting the Scene for Effective Volunteer Involvement	
6	Policies and Practice	67
	Policy and Practice Guidelines	67
	Example of a Document Relating to Volunteer Policy and Practice Guidelines	68
	Code of Practice for a Joint Paid and Volunteer Staff Team	70
	Example of a document relating to policy and practice guidelines for a joint paid	
	and volunteer staff team	70
	Process for Developing Documents	71
	Summary	72
	Reflections	72
7	Planning and Organising	74
	Factors that Impact on Planning and Organising	74
	Developing Effective Communication Structures	75
	Strategic Planning	76
	Developing Information Systems	78
	Procedures and Forms	80
	Summary	80
	Reflections	81
8	Building a Coalition of Stake-holders	82
	Service Recipients	82
	Board Members and Senior Management	83
	Paid Workers	84
	Volunteers	85
	Volunteer Program Managers	86
	Politicians, Political Advisers and Government Officers	87
	Funding Bodies	88
	National, State and Regional Bodies on Volunteering	88
	Government Agencies	89
	Summary Reflections	90
	Reflections	90
9	Workplace Arrangements	91
	Risk Management	91
	Occupational Health and Safety	92
	Insurance Cover	94
	Out-of-Pocket Expenses	100
	Industrial Concerns	101
	Financial Support	103
	Summary	103
	Reflections	104

10 Designing Volunteer Positions	106
Profiling Trends in Volunteering	106
Motivations	107
Creative and Flexible Positions	108
Expectations of Stake-holders	108
Asking the Right Questions	108
Benefits of Volunteering	109
Deciding on Job Requirements	109
Designing Position Descriptions	111
Summary	111
Reflections	112
11 Recruiting, Interviewing, Selecting and Induction	113
Recruiting	113
Interviewing and Selecting	116
Induction and Training	117
Summary	119
Reflections	119
Section 3: Managing the Program	
12 The Manager	122
Role of Volunteer Program Managers	122
Responsibilities, Duties, Status and Title	124
Conceptual Ability, Knowledge, Skills and Personal Attributes	126
Experiential Wisdom	127
Commitment	127
Acknowledging the Volunteer Program Manager's Influence	128
Developing and Implementing a Personal Achievement Plan	129
Developing and Utilising Volunteer Program Management Networks and	
Training Courses	131
Summary	132
Reflections	132
13 Leadership	134
Thinking Big and Thinking Small	134
Appropriate Leadership Styles	136
Having the Courage to Enter Uncharted Waters	136
Making Wise Decisions	138
Speaking Out	140
Acting Decisively	141
Summary	143
Reflections	143
14 Personnel Management	144
Promoting a Team Spirit	144

Supervising Volunteers	147
Training and Development	152
Consulting and Delegating	153
Resolving Conflict	154
Summary	155
Reflections	156
15 Organisational Management	158
Making Meetings Work	158
Writing Reports and Submissions	159
Managing Finances	160
Managing Time	161
Summary	162
Reflections	162
16 Evaluation and Renewal of Programs	164
Program Evaluation	165
When to Evaluate	165
What to Evaluate	166
Who Should Evaluate?	167
Methods of Evaluation	167
Processing the Information Gathered	168
Summary	169
Reflections	170
17 Challenges Ahead	171
Appendices	173
Contact Details of National and State Volunteering Peak Bodies	192
Useful Websites	193
Australian Publications of Interest	196
Bibliography	197
Index	200