Literature Review:

For this project of research it was important that I had a complete review of what literature is presently available. Understanding of the same was the first priority and formed the base for the exercise. The most important aspect in my research is “Volunteer manpower” and it was targeted to do a detailed study on this aspect. A search on the internet under Google for “Voluntary Human Resources” hit about 56,30,000 sites. Another search as regards “Professionalisation of Volunteers” hit 21,400 sites. The sharp contrast on the generic aspect of Voluntary Human Resources to the specific Professionalisation of Volunteers is further conviction as regards the need to do research on this aspect.

A detailed Literature review was carried out. The research documents, articles & papers listed under Bibliography were reviewed. Some interesting findings are summarized below:

Christopher Auld (2004) in his publication “Behavioural characteristics of student volunteers” has explained that Volunteering at a young age benefits both the volunteers and organisations that need Volunteers as “once a volunteer always a volunteer.” A volunteers’ first experience into volunteering is of great importance and if professionally managed the volunteer will not only serve for a longer period but will also encourage and motivate others to volunteer. There is an increasing demand for professionalism in volunteering and this has changed the nature and operations in organisations that need and depend on volunteers. Personal motivation is an important reason to continue volunteering and managements of voluntary organisations should ensure that these motivations are nurtured.

The Aga Khan Development Network (AKDN) (2004) publication Improving Management – Governing & Managing organizations - Guidelines for AKDN work with CSOs mentions that Civil Society Institutions play a very important role, today, in the provision of Social service via delivery of development programs. Governing and Managing such Institutions / organizations is a challenge and problems in day to day operations do arise. These problems include Governance and Management issues such as Board Members not being confident, operational & Management issues, Issues of staffing, financial managements & technical issues. “Commitment and voluntarism may not be enough for an effective organization. Volunteers need specific organizational skills and these skills need to be learnt.”
**Vern Lake (2004)**, Vr. Services Consultant, The Department of Public Welfare, Minnesota, in his publication, “101 Ways to give recognition to Volunteers”, has listed 101 ways to give recognition to Volunteers. A volunteer is not a paid employee. His / her motivation is not a bonus / salary increase. The article very beautifully summarises 101 ways in which a volunteer can be motivated to give his / her Voluntary service. The list does not end at 101 suggestions but gives the number 102 with a request that all those who have interactions with volunteers need to make their own personal list beginning with 102.

**Elisha Evans & Joe Saxton (2009)** in their reports, “A Report on Volunteerism & The 20th Century Volunteer” have mentioned Voluntary involvement is one of the most powerful change agents in history. Even today in this highly globalised world, volunteering is very important and what needs to be changed is the perception and approach to volunteerism “volunteering is more than a mere gift of time. It is an opportunity, a privilege, a stride towards greatness”.

Peter Drunker, the Management guru has said “only the non-profit institution can provide opportunities to be a volunteer and thus enable individuals to have both a sphere in which they are in control and a sphere in which they can make a difference”.

Volunteering opportunities need to be packaged and marketed. The appeal to volunteer must be SMART

- S – Smart
- M – Measurable
- A – Achievable
- R – Relevant
- T – Time related.

Martin Luther King – “Everybody can be great. Because anybody can serve (volunteer). You don’t have to have a college degree to serve. You don’t have to make your subject and verb agree to serve. You don’t have to know about Plato & Aristotle to serve. You don’t have to know about Ensteins theory of relating to serve. You don’t have to know about the second theory of thermodynamics in physics to serve. You only need a heart full of grace and a soul generated by love”.


**Hsin-Chi Kuan (2006)** when expressing his views on “Sustainable Volunteerism and a Sustainable Community – Volunteerism and Social Cohesion” has said Volunteerism provides meaningful support to sustainable harmony of a society and volunteer organizations, in the interest of social cohesion, promote more services dedicated to cross-cut social Strata, occupational categories and social-cultural divisions.

**Karuti Kanyinga & Winnie Mitullah (2007)** in their study “The Non-Profit Sector in Kenya – what we know and what we don’t know” explain the growth in the Non-Profit Sector in the last four decades in Kenya. The findings provide an important entry point to a full understanding of the sector in Kenya and further form an important base document for others wishing to study the sector. It is interesting to know that the largest number of NPOs is self-help Groups and Women Groups. An important aspect that comes out is that volunteering is considered a religious and moral obligation and majority of the volunteers do so because their religions require them to do so.

**Addde Raad (2006),** Executive Coordinator, United Nations Volunteers in his address referred to the millennium declaration of “Volunteering and Sustainable Communities” which was adopted by 189 heads of States and Governments at the Millennium Summit held at the United Nations in September 2000. The world community firmly committed itself to an expanded vision of poverty reduction and pro-poor growth. To achieve this mission full engagement of governments on our hand and many millions of volunteers playing their part through voluntary action is required. “Volunteerism is a valuable tool for achieving development goals” – United Nations General Assembly resolution.

**Deloitte Survey (2008)** titled “Volunteerism Leads to Tangible Gains” revealed that Skills based volunteerism is a powerful and cost effective professional development toll, yet very few companies are leveraging volunteer programs for this purpose. Evan Houchbeig, National Director of Community Involvement, Deloitte Services LP – “Skills based Volunteer programs provide valuable experiential learning opportunities for employees that build business and leadership skills without the expense often associated with traditional corporate training programs.
As leading companies become adept at leveraging their community investments to drive key business goals, corporate community involvement programs will be positioned to deliver more business value and social impact.

Volunteering Australia Inc. (2006) in their survey report for the National Survey of Volunteering suggests some best practice Volunteer Management Strategies that can be adopted by Volunteer – involving organizations. These Best practices include

- **Creating Job descriptions for volunteer roles** – This should in addition to a complete job description include the specific responsibilities and time commitment, skills and attributes required of the volunteer.

- **Managing relationships between paid staff and volunteers** – Confusion, uncertainty and conflict between paid staff and volunteers occur for a number of reasons which include lack of clarity around paid and volunteers’ roles, volunteers being used to replace paid positions or operational tensions and value judgments about the professionalism of paid staff versus volunteers.

- **Volunteer recruitment** – The ability to attract suitable volunteers to NGOs is an issue of sustainability for many organizations heavily or wholly reliant on volunteers.

Dennis Young (2010) in his article “Non-Profit Policy Forum – A journal of Non-Profit Policy” has explained that Globalized maladies that now afflict us are much more extensive and nuanced today. It is not a simple picture and there are no clear or sweeping solutions Nonprofit & NGOs do great things in connection with similar issues but their roles as central players is often lacking, misunderstood or underappreciated. Strong Nonprofit voices and partnering in the policy making process is a very important need and is required. The relative dearth of attention to the NGO sector in framing and implementing policy solutions seemed most evident in context of the recent economic crisis. The value of volunteer time used by non-profit in the U.S. is estimated to be roughly equal to the value of paid labour in the sector (Pollak Wing and Blackwood 2008)

Debbie Leventhal (2009) in his paper “The Professionalisation process of Volunteer Management in Australia” explains how the last two decades has seen two major change in the world of volunteering –

- A rediscovery of the importance of volunteering
• Change in the managing of volunteers with an increasing body of knowledge on the subject and many opportunities to gain more skills and knowledge.

The first change made the professionalization places of volunteer management an essential one and the second change made it possible. Brint (1994) explained that the professionalization process usually occurs in five stages –

• A group of people work together in a required occupation
• The group develops a union or an umbrella organization for purpose of professional socialization, education and learning.
• The group looks for ways to formally learn its members
• The State / Government may give some guidelines on who can work in the profession sometimes through licensing and
• An ethical code is developed to protect service recipients as well as the professional status

Moris: “Profession brings together skills and knowledge, high standards and ethical behavior.

Professional challenges are many. To name a few

• Selection of volunteers – most suitable volunteers need to be selected for the requirement. Many volunteer Managers find this task a real challenge. Effective selection process can assure long term retention of volunteers, less turnover and thus a stronger and a more efficient organization.

• Socialisation and training of volunteers: Training / socialization with / about the organization is a very important process where the volunteer learns the values, norms and desired behavior of the organization he / she volunteers for. It is a critical process since it assures retention of organizational culture, values and norms, allows any new volunteer to cope with their new surroundings and increases the emotional commitment to the organization.

• Terminating volunteer’s work One of the most difficult professional challenges in the management of volunteers is to end someone’s voluntary work. Many volunteers Managers believe they would only in the case of extreme misconduct on behalf of the volunteer, such an illegal or immoral behavior.
• Professional organizations and ethical code: Brint (1994) asserted that the ethical code is one of the final stages in turning an occupation into a profession, a stage which makes it legitimate.

The Ontario Trillium Foundation (2003) publication “Hands for Nature – a Volunteer Management Handbook” explains that managing volunteers is not effortless but with some initiative, creativity and dedication. An effective and rewarding volunteer experience is well within reach.

Norah McClintock states “It’s one thing to know that your organization needs 2000 additional help and that volunteer are the likely source. It’s quite another thing to figure out how to best involve volunteers” Managing volunteers involves designing volunteer positions, recruiting individuals with the necessary skills, screening, providing training and recognizing volunteer efforts.

Fel Lyn on getting started – Establishing a volunteer program “Successful recruitment is getting the right person in the right job with the right skills at the right time”

Elliston Sarah on retaining Volunteers “Volunteers who feel they belong return”

C. Scotchmer, Community Nationalisation Coordinator – “Experienced and committed volunteers are the essence of a project. Keeping volunteers interested and engaged is what makes a good project great”.

Active and committed volunteers are the key to the success of any project. Experienced volunteers are especially valuable because they already know the ropes. They are familiar with the goals of the project and can provide inspiration and leadership to new volunteers.

J. Hamr, Northern Heritage Institute – “Treat volunteers as equal partners – don’t be condescending – provide whatever comforts and benefits you can get for them”.

Franco Mariotti – Science North – “Keep volunteers involved in the process. This means that they have a say and are a part of the decision making as well as any actions that are required”.

D. Morton, Volunteer Program Coordinator – “Open Communication encouragement and fun are powerful tools for preventing burnouts”
Allen, Ken, as quoted in Volunteer Management, Mobilising all the Resources of the Community – “the most important form of recognition in respect and a willingness to share both responsibility and authority with others”. Recognition communications that a volunteer is an equal respected and valued members of the group and an important way of keeping your volunteers motivated.

Youth & Civil Society (2007) initiative titled “Reshaping the strategy of the Youthreach Volunteer Program – Learning from Best Practices in Volunteerism and its Impact in Delhi & Bangalore”, a study conducted by Diaspora, Social Development Consultants & Pravah for Youthreach – Programme supported by Sir Ratan Tata Trust, has highlighted that a Volunteer Management System of NGOs needs to be improved so that they can network and retain more volunteers.

NGOs should create a formal practice of giving feedback to volunteers or recognizing their efforts. Important recommendations can be summarized as

- Engaging volunteers in designing, implementing and monitoring the volunteer program will make it even more successful
- Report monitoring and evaluating systems need to be in place
- Volunteer Mobilisation and Communication strategy need to be aligned with each other.
- Institutional linkages with professional institutions need to be created, visibility of the institution needs to be improved and potential volunteers need to know about this portal
- Volunteer Mobilisation and Management training programs need to be held at regular intervals.
- NGOs should identify and increase volunteer needs in their annual operational plans and budgets.
- Volunteers Manual (policy and guidelines) need to be in place.
- Orientations to Volunteers should include field vises introduction to staff and other volunteers to the organization vision, mission, history and evolution.
- Organise periodic mentoring meetings with volunteers
- Feedback forms for volunteers are useful. Volunteers need to be given feedback on their work. Recognition and motivation are important for volunteers. They need to be involved in the planning.
- To retain volunteers regular volunteer get-togethers are increasing
- It is important to identify areas of impact and develop indicators to evaluate volunteer performance. Developing a formal system for community feedback on volunteer performance is very helpful.

- Sustainability can be achieved by creating a cadre of volunteers with specific skills. Engaging volunteers in mobilizing and managing other volunteers.

**Carrie Markovitz, Glen Schneider, John Jastrzab and Peter Frumkin (2008)** study titled “Improving Lives & Communities – perspectives on 40 years of VISTA (Volunteers in Service to America) Service” positive findings on the effect of the program have been highlighted. The program has long-term, life changing effects on its members.

**Ajit Dalal (2005)** in his study “Psychosocial Interventions for Community Development” explains that Community development has been a central theme of most of the socio-economic planning in India. The fact that unless 80% of the rural population gets involved in the development process, no substantial progress is possible.

**Pat Gay (2001)** in his study “Bright Future – Developing Volunteer Management”, as published by the Institute for Volunteering Research, Volunteering England highlights that Volunteer Managers were nearly unanimous in seeing a need for formal professionalization of some kind. The main benefits were improving status, public confidence corporate identity and voice, promoting proper appreciation of volunteers and voluntary action, support, access to training opportunities specifically tailored to the need of work in the volunteering context and opportunities for continuing personal development.


This does raise the question of efficacy and efficiency in the implementation of the programmes. The key recommendation was Professionalism in Rural Development Administration has to be promoted.
Katharine Gaskin (2003) in her report “A Choice blend – What volunteers want from organization and management” explains that the task for volunteer management is to find the light blend for the organization, combining choice and control, flexibility and organization to be experienced by the volunteer as a blend of informality and efficiency, personal and professional support. This may take full account of the blend of characteristics, motivations and needs within the volunteer workforce; and the type of volunteering and context in which it is carried out. For the volunteering infrastructure as a whole, this suggests a blend of different management approaches and structural arrangements rather than overdependence on a single model.

Colin Rochester (1999) article “One size does not fit all: four models of involving Volunteers in small voluntary organizations” states that existing literature review show that the literature concentrates very heavily on four principal themes –

- measuring the overall extent of voluntary action
- defining volunteering
- understanding the motivation of those who volunteer
- and looking at the organization and management of the work of volunteers.

John Bey & Robert Grimm (2007) in the research study “Keeping Baby Boomers volunteering – A research brief on Volunteer Retention & Turnover” explain that Baby Boomers – the generation of 77 million Americans both between 1946 and 1964 represents a potential boon to the volunteer world, not because of the generation’s size but also because of Boomers relatively high education levels, health and wealth.

Julia Lam (2009), Service Development Head, Agency for Volunteer Service in his article “Measuring Tools of Volunteering” defines the VIVA Method – Volunteer Investment and Value Audit as “A way of assessing the total amount which an organization spent on its volunteers, the financial or market value of volunteers work. By comparing two programmes through the VIVA ratio, it measures the cost-effectiveness $VIVA\ Ratio = \frac{Total\ expenditure\ on\ volunteers}{Total\ value\ of\ volunteering}$

A ratio of 1:5 means that for every $1 invested in the volunteer by the organisation there is a return of $5 in the value of the volunteer work generated.
Edgar Cheng (2006) in his address “Sustainable Volunteerism and a Sustainable Community – Volunteering to shape the future” highlights that it is fair to say that we could not have reached the present level without the involvement of volunteer from a broad range of individuals not only for formal volunteer organizations but also from business, academic, social and professional organizational. By drawing on the creative organizational and network building skills of the voluntary and non-government sector, we were able to develop an inclusive and open process that allowed a high degree of participation. This in turn enhanced the creditability of the process and provided the basis for achieving trust, even between groups with very different interests and profiles.

Students of DePaul University (2004) in their study “Students Perspectives on Community Service” give a students’ understanding of volunteer effort. Darcy Fritz, Senior Biology, and Chemistry Major, DePaul’s University – “Because people have helped me to get where I am today, I feel it is important to help other succeed in life”. Felicia Chavez, Junior, English Major, DePaul’s University – “I was able to decipher between programs that work with people and those that work for them”. Laura Garza, Junior, Accounting, Major – “Community Service is not about helping the community every so often for a few hours; true community service requires a commitment to work for the community and with the community for as long as it takes for that issues to be solved or for the desired changes to come about”.

Zahra Agakhan (1998) in her Keynote address at Conference of the International Association of Volunteer Efforts (IAVE), Edmonton Alberta, Canada on “Volunteerism in the New Millennium” explained that “Citizen participations ownership and empowerment are all critical to a world of peace and understanding as in the interaction of citizens across groups …. Whether these groups are defined in terms of socio-economic class or in terms of ethnicity and race. Socialising young people to see voluntary service as an important part of everyday life is the key and providing models, opportunities, programmes and appropriate incentives are the means”
Ong Yong (2008), Director, Institute of Policy Studies, Lee Kuan Yew School of public Policy, National University of Singapore in his Keynote address to the NCSS Annual Conference on “Social Service, Good Governance & graciousness – The Triangle of Virtue” explains that when volunteers offer their personal involvement, they provide service with a human touch which says “I care.” Lifelong learning is necessary to help maintain the service standards and harness new technology for the social service sector. We cannot neglect training and skill upgrading. Change is the constant and we must adapt and relearn what we already know.

Rick Davies (2001) in his study “Monitor & Evaluating NGO Achievements” explains NGOs need to focus on building capacities and on monitoring public interaction and reaction to the information provided. Development education and public accountability concerns could be addressed at the same time, while also providing greater opportunities for lateral learning between NGOs. Value could be unlocked from today’s NGO conglomerates.

Mary Meirill (2003) in her article “International megatrends in Volunteerism” defines Volunteering which is viewed as work done to help others with no concern for monetary gain. Volunteerism recognizes and promotes reciprocity, community, social solidarity and citizenship. Volunteerism is an effective venue for fostering Civil Society and building (or rebuilding) social capital. The value of volunteering extends beyond the actual act of service to helping communities become more participatory and cohesive and to nurturing the development of democratic principles. There is heightened awareness worldwide of the need for increased professionalism from volunteer programme managers.

R. Safrit (2006) in his study “Innovations and good practices in Volunteering” highlights the seven components identified in the PEP model i.e. Personal Preparation, Volunteer Engagement, Program Perpetuation, emphasize practically all of the volunteer management competencies identified by authors and professional leaded in the field.

The four components of Volunteer Recruitment and Selection, Volunteers Orientation and Training, Volunteer Program maintenance and Volunteer Recognition address the large majority of volunteer management concepts that have been identified traditionally for volunteer organizations and programs holistically.
Tejas Mehta (1996) in his article “Tool for Effective Management” emphasises that Communication is the most effective management tool in today’s business environment that can influence change and action in the organisation. It increases the employee moral and maintains the motivation at a high level.

Suresh Lulla (2011), in his study titled “National Voluntary Guidelines on a Major step forward Social, Environmental & Economic Responsibilities of Business” explains that the goal of sustainable development is to meet the needs of the present without compromising the ability of the future generations to meet their own needs.