

Opening Doors to Volunteering – framework for analysis

The framework for the Opening Doors to Volunteering research is based on the concept of ‘talent management’. Talent management has been identified as a central concept in encouraging discretionary effort from people engaged with organisations, and as such this model has significant synergy with volunteer management.

Talent is described by Ulrich (2007)¹ as a combination of **competence**, **commitment** and **contribution**. He explains that these 3 factors interact to create the intangible concept of talent, and that it is a product of the creative and constructive synergy between an individual and the organisation.

Purcell (2003)² also explored the secret of tapping into discretionary effort, and reached the conclusion that an individual’s performance was a combination of an individual’s **ability**, their **motivation** and the **opportunities** available to them in the workplace.

Combining these concepts suggests the following links:

a) Competence = Ability (*applied* in an organisational setting)

In other words, an individual has competence if their ability is related to the organisation’s environment.

b) Commitment = Motivation (*applied* in an organisational setting)

In other words, an individual can have commitment if their motivation is embraced within the organisation’s environment.

c) Contribution = Opportunity (*applied* in an organisational setting)

In other words, an individual can only make a contribution to the organisation if the opportunities available become reality.

Therefore, each of these factors has been broken down in a framework as follows:

Competence

- (i) The skills and knowledge of an individual to be a prospective volunteer
- (ii) The skills and knowledge of an organisation to engage with hard-to-reach volunteers

Commitment

A combination of motivational factors based on the work of Maslow (1954)³ and McClelland (1958)⁴ as follows:

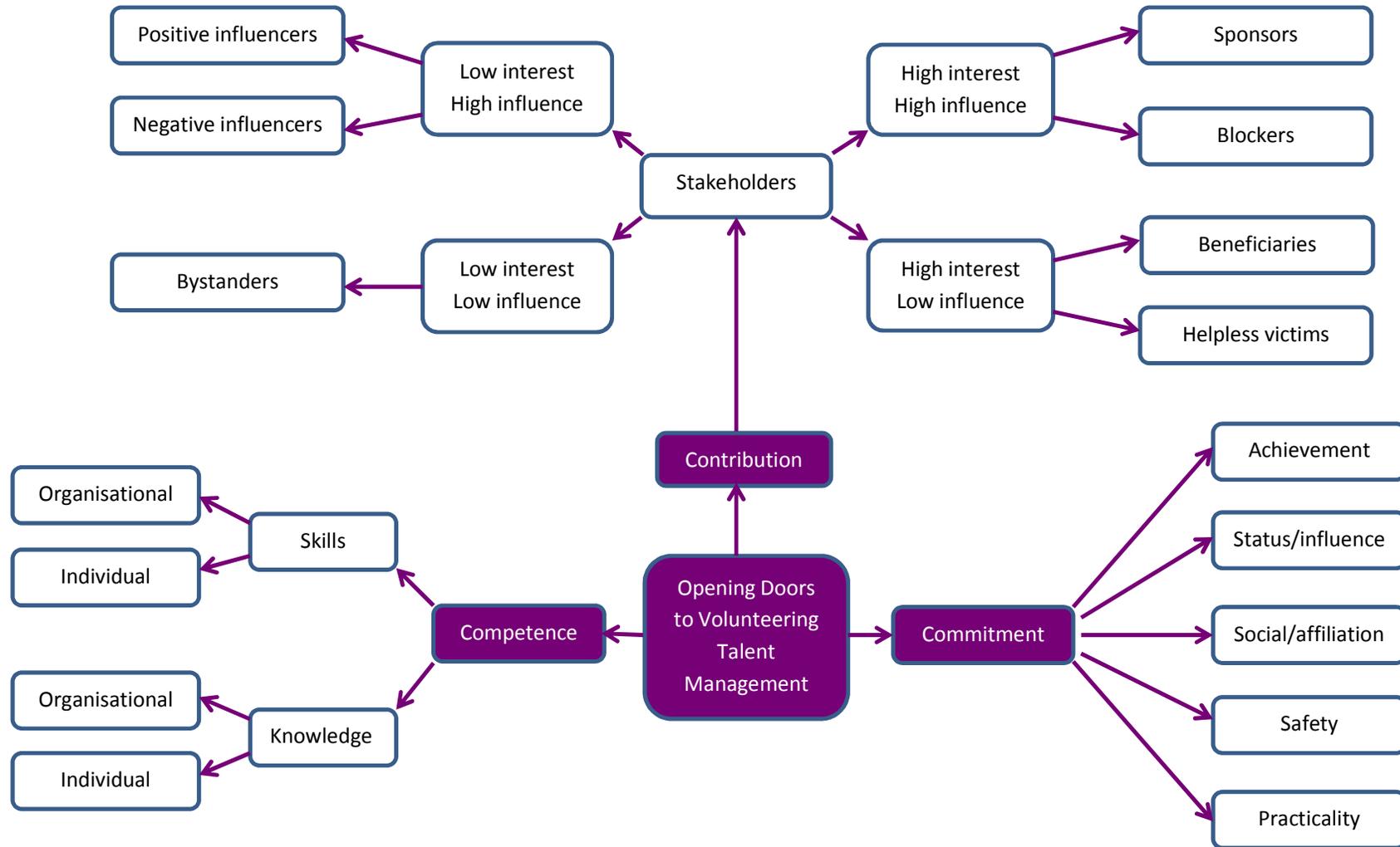
- (i) Practicality
- (ii) (Psychological) safety
- (iii) Social/affiliation
- (iv) Status/influence
- (v) Achievement

Contribution

As 'inclusive volunteering' initiatives will be dependent on effective change management, a model of change management (Hayes 2002)⁵ is incorporated here, which considers the various stakeholders. This highlights how stakeholder engagement can develop a climate conducive to volunteer contribution.

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| <ul style="list-style-type: none">(i) Those with a high influence but a low vested interest in the issues:<ul style="list-style-type: none">a) Influencers (positive)b) Influencers (negative)
(iii) Those with both low influence and a low vested interest in the issues:<ul style="list-style-type: none">- Bystanders | <ul style="list-style-type: none">(ii) Those with both high influence and a high vested interest in the issues:<ul style="list-style-type: none">a) Sponsorsb) Blockers
(iv) Those with a low influence but a high vested interest in the issues:<ul style="list-style-type: none">a) Beneficiariesb) Victims |
|---|--|

This framework is presented diagrammatically over-page.



Once the literature review data was presented in the above format, analysis was undertaken to establish the key issues and the identification of further areas of research. This research would be undertaken via primary sources by contacting key 'expert' organisations and professionals and via the action learning networks.

This analysis was undertaken by incorporating a model of human resource management (Ulrich 1998)⁶, adapted to portray the trends of the current gaps in research, strategies and initiatives for 'Opening Doors' to volunteering.

This model helps to identify the nature of the further areas to explore, by considering the extent these issues are strategic or operational, and the extent they are focused on people or processes. This model will provide further insight into where the volunteer-involving community needs to focus, to develop a climate that encourages volunteer contribution for those who are traditionally less likely to volunteer.



References:

1. Ulrich, D (2007) The Talent Trifactor, Workforce Management Magazine (9/17/2007)
2. Purcell, J et al (2003) Understanding the People and Performance Link: Unlocking the black box. CIPD
3. Maslow, A (1954) Motivation and Personality. New York: Harper. pp. 236
4. McClelland, D (1958) Methods of Measuring Human Motivation. In John W. Atkinson, ed., Motives in Fantasy, Action and Society (Princeton, N.J.: D. Van Nos-trand, 1958), pp. 12-13.
5. Hayes, J (2002) (2002) The Theory and Practice of Change Management, Basingstoke: Palgrave
6. Ulrich D. (1998) A New Mandate for Human Resources. Harvard Business Review. (76, Jan-Feb, 124-134)