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**SWP 50/89 MANAGEMENT DEVELOPMENT NEEDS
OF VOLUNTARY ORGANISATIONS**

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Executive Summary - Cranfield study/management development needs/voluntary sector.

This is a discussion paper which explores the recent initiatives concerning the management development needs of voluntary organisations. Its aims are twofold:

- to draw information together to share with others.
- to ascertain what the role of business schools might be in addressing the management development needs of the voluntary sector.

The scope of the research on which this paper is based was limited to a literature search, an electronic database search, information gathering about involved organisations and interviews and conversations with selected individuals.

The voluntary sector is undergoing rapid change and is facing increasing demands, pressures and expectations. Information gathered in this report suggests that this can make it feel defensive and demoralised.

The sector is so diverse it cannot be considered as a homogenous entity.

Efforts should be made to enable organisations in the sector get help to identify their own management needs and find applicable solutions.

There is an opportunity to ensure that voluntary organisations and community based projects have access to management support which is relevant, timely, accessible and acceptable if the current initiatives, such as the URBED report, are built upon and developed.

Funding should be sought from government and private sector sources both for the Open University initiative and for incorporating the proposals contained in "Advancing Good Management" in the local areas that are chosen to host the pilot projects recommended by the URBED and St. George's House reports.

Until recently consideration has rarely been given to providing management support when funding arrangements are made for voluntary organisations or community projects.

Future funding arrangements should include an allowance for the cost of ensuring relevant management support.

It is unlikely that business schools, other than the Open University, will become major providers of management training for the voluntary sector. They could, however, make a valuable contribution by increasing mutual understanding to the benefit of both sectors.

Business schools should enable students on their management courses to undertake projects and study cases in the voluntary sector. This would widen students' experience and create greater understanding of the differences in culture and operational environment.

It would also have the effect of making the voluntary sector value more highly what it has to offer and, as a result, be less defensive and more open to learning about and from other sectors.

In addition, business schools could make a specific contribution, where specific needs are identified; for example Cranfield could develop a course for senior

managers in the voluntary sector in strategic public relations management, since the school has expertise in this area and has received a request to develop this kind of course.

Greater mutual respect and understanding are essential if the growing links between the commercial and voluntary sectors are to be of benefit to both parties.

THE MANAGEMENT DEVELOPMENT NEEDS OF VOLUNTARY ORGANISATIONS

A Discussion Paper Based on Research by the Cranfield School of Management

Management in Britain

Two major reports, Charles Handy's "The Making of Managers" for the National Development Office (NEDO) and John Constable's "The Making of British Managers" for the British Institute of Management and the Confederation of British Industry, published in 1987, brought the subject of management training to public attention and emphasised the importance of developing good management skills and practice in Britain.

"Management in Britain has traditionally been more to do with pragmatism than professionalism. Common sense, character and background have been thought more important than education, with experience the only worthwhile school. These things are still widely held to be true, but the complexity of modern business and the rising levels of both education and expectations among younger managers have brought demands for a swing towards professionalism" (The Making of Managers, Section 4.2).

Over the last 30 years, major corporations have made graduate recruitment routine and the business schools have developed in the United Kingdom. Yet, "the conclusion that many British managers are uneducated in business and management terms is inescapable. It must also be true that management training in Britain is too little, too late, for too few" (The Making of Managers, Section 4.5). If this is true of the private, commercial sector it should not come as a surprise that the voluntary

sector has invested less in management training and development, although its needs for good managers are as great as those in the private sector.

Management in the Voluntary Sector

The Wolfenden Committee pointed out the need for good organisation in the voluntary sector in its report "The Future of Voluntary Organisations." This report suggested voluntary sector organisations would benefit from attention to management and its techniques: "We are certainly not suggesting that all voluntary organisations are inefficient or that they are not cost effective. But there still clings to them, in the minds of many, an aura of amateurishness, and for their own sakes it would be well that this should be dissolved of their own volition. They owe it to themselves to earn and deserve a reputation for the maximum amount of straight forward efficiency which is compatible with the spontaneity and freedom which are their primary characteristics".

Following Charles Handy's report "Improving Effectiveness in Voluntary Organisations", the National Council for Voluntary Organisations (NVCO) set up their Management Development Unit in 1982, headed by Patrick Wright. Since then many organisations which support voluntary action have increasingly provided management advice, support and training to the voluntary sector.

Two recent major reports have looked at the management training needs of voluntary organisations in specific areas. These are the URBED report on the management training needs of urban programme project managers and the St George's House National Training Initiative report on the training needs of community enterprise organisations. However, both reports could have wider implications for the voluntary sector as a whole. Many of the management development needs exposed and their solutions are common to organisations beyond those studied.

The voluntary sector is becoming more professional in its approach to management. It largely accepts the need for greater effectiveness and efficiency. The debate on management development now centres on:

- how this should be achieved?
- will the methods introduced mean the loss of the sector's essential characteristics, spontaneity and freedom?

The URBED report emphasises that "although professionalism and experience are greatly to be welcomed, they need to be additions to, not substitutes for, the concern, vision and persistence which are so necessary to bring about relevant change, and which are the hallmark of the voluntary sector at its best." This comment was made in the context of urban change but is relevant to the sector as a whole.

The Size, Diversity and Complexity of the Sector

The Charities Commission, Charities Aid Foundation and the Directory of Social Change keep and monitor statistics on the voluntary sector. But it is difficult to rigourously define the sector because voluntary organisations operate at so many different levels and are so diverse. Many voluntary organisations are not registered charities and they are, therefore, excluded from statistics referring to charities. Often voluntary organisations are staffed by both paid workers and volunteers, once again causing difficulties in data collection and analysis.

Size

There are currently well over 150,000 charities in England and Wales. They are expected to collect and spend over £10 billion a year and hold assets of more than £2.5 billion. However, just as organisations in the private commercial sector range

from huge multi-national corporations to small local corner shops, so organisations in the voluntary sector range from larger service organisations like Dr Barnardos or the Royal National Institute for the Blind to small self-help groups with no paid staff.

Diversity

Organisations in the sector cannot be easily segmented into categories such as Mutual Support, Service Delivery or Campaigning because many, such as Shelter, encompass all three categories. This diversity of activities and multiplicity of missions and objectives increases the complexity of the organisations involved. It is important to have a perspective and an understanding of the diversity and complexity of the sector when considering its management development needs. "We add confusion to the pain if we unconsciously think that there is one thing called a voluntary organisation and try to think up rules for running it" (Handy, "Understanding Voluntary Organisations", Page 9).

The scope of this report

Cranfield School of Management initiated research into the management development needs of voluntary organisations in response to a specific request from a major voluntary organisation for the provision of a short course for senior managers in strategic public relations management.

Seed money was set aside to support information gathering and to publish the findings in the interests of information sharing and to contribute to an ongoing debate. The report is intended to be a discussion paper rather than a completed piece of research. As such, we are aware of its limitations but hope it will be of value in drawing together information about the current initiatives and in providing linkages in an area of rapid change and development.

Objectives

The objectives of research were to find out:

- What are the development needs of the voluntary sector
- What is being provided to meet those needs
- Who are the providers
- Who is deciding on the needs
- Whether or not there is a role for a business school in providing development opportunities for managers in the voluntary sector.

Methodology

Resources available for this study permitted a limited investigation, intended to provide an overview of provision in the voluntary sector.

The research consisted of :

- A review of the literature on management and management development in voluntary organisations
- An electronic data search
- The collection of information about organisations and individuals involved in management training, management development and support for organisations in the voluntary sector
- Interviews and telephone conversations with selected individuals

Literature Search

The research base for management training and management development in the voluntary sector is limited. It is less well documented than either the commercial or statutory sector. "Organising voluntary agencies - a guide through the literature" by Margaret Harris and David Billis, published in 1986, provides a comprehensive overview of many of the publications prior to that date. The bibliography attached to this report includes some more recent publications.

Electronic Data Search

There is little information on existing databases such as Ecctis, Marisnet and Pickup which give details of education and training courses that is of value to those working in the voluntary sector.

Ecctis lists universities offering post-graduate courses in social administration or in social services management, but there is no specific reference to the voluntary sector.

The Pickup database mentions The School for Advanced Urban Studies at Bristol University. TAPS (Training Access Points) details worked related training. This database is available in local libraries but as yet has not included information for the voluntary sector.

The Department of Employment Training Agency has asked Coopers and Lybrand to look at databases which record opportunities for training in all sectors (further information about this can be obtained from Coopers and Lybrand, Plumtree Court, London EC4 4HT, contact: Veronica Walford).

The National Association for the Care and Resettlement of Offenders (NACRO) training and resources information service has developed a database about training courses and tutors. This is available to voluntary organisations. Set up in 1988, it offers a free information service on all aspects of staff training to projects and individual members of staff in England and Wales working with offenders, single homeless people, people with mental health problems, people with alcoholic and drugs related problems. The service can help organisations interested in training workers and management committee members and individuals who wish to undertake a qualifying course or simply learn more about a particular subject. The database is being developed by NACRO, 29a Southgate, Bath BA1 1TP, telephone 0225 447135, contact: Gill Clayton.

NCVO's Management Unit is collating information to create a future database.

Collection of Information and Interviews

The scope of this research did not allow for a questionnaire survey of organisations, but information about a number of organisations involved in this field was collected and interviews - face to face and telephone - were conducted with selected

individuals. A list of names of those who were interviewed is in Appendix 1.

Information gathered about the organisations is in Appendix 2.

Review of the Existing Provision

The National Council for Voluntary Organisations is the principal representative body of voluntary sector organisations. Since setting up its management development unit, NCVO has developed its role in assisting voluntary organisation with their management development needs. In an attempt to cater for the diversity of needs in the sector and for purposes of internal organisation, NCVO separates its provision into three areas of operation:

(1) The Management Unit.

Its aims are:

- to promote management education and thinking on organisation development in the voluntary sector
- to act as a resource for advice, information, brokerage and consultancy to voluntary organisations

The Management Unit is not a direct provider of training. It sees its role rather to identify gaps in provision and support innovative work which it believes can contribute to the distinctive competence of the voluntary sector.

Its publications are "NCVO News" and "Bulletin and Work in Progress".

These foster discussion of management issues facing voluntary organisations.

Its twice yearly management forum gives an opportunity for invited speakers from government and from the voluntary, statutory and commercial sectors to

open up discussions on some of the key challenges facing national organisations.

(2) The Local Development Unit

Most voluntary action occurs at local level. NCVO's Local Development Unit was set up with funding from National Westminster Bank and became fully operational in February 1988. Its aim is to help local voluntary organisations, particularly disadvantaged organisations, meet local social and economic needs by promoting the development of effective management and financial strategies, and joint planning between local voluntary organisations, local authorities, and other organisations such as the private sector.

The Unit co-ordinates the NCVO Short Course Programme working with local voluntary organisations and trainers from all over the country.

(3) The Organisation Development Unit

This unit was set up in 1985 to meet development needs of organisations serving ethnic minorities. It provides information, training and consultancy, development support, and works on policy issues affecting organisations in this sector.

Other organisations such as the National Council for Voluntary Youth Services (NCVYS), local councils for Voluntary Service (CVS) supported by a National Association (CVSNA), The Volunteer Centre UK at Berkhamstead and local Volunteer Bureaux also provide management support and training at national and local level.

The National Federation of Community Organisations (NFCO) and the Industrial Society's Voluntary Organisations Unit also provide management training. Charities Aid Foundation and The Directory of Social Change provide advice and training, particularly in the areas of funding and fund raising.

The Council for Education and Training in Youth and Community Work (CETYCW) promotes the provision of training in youth and community work, endorses the training offered and advises on the development of training. Paid and volunteer workers in voluntary organisations can apply for funding for training through The Grant Related in Service Training (GRIST) scheme since the 1986 Education Act.

The term local development agencies (LDAs) is new and covers several different types of support bodies (The URBED Report says there are over 700 LDAs in Britain) but the individual agencies are not new and have been operating in their own way and within their own networks for some time.

Organisations such as RTI, Interchange and Network provide training programmes, workshops and seminars, both "in-house" and on a short course basis.

"The level of provision varies greatly across the country and, so we were told, does its quality "(URBED Report, 5.42)

Consultants

Some management consultant groups, such as Comedia, offer specialist advice and help to the voluntary sector. There are also a number of independent consultants who have been working in the voluntary sector for some time and have built up considerable expertise and experience. Some of these, such as Warren Feek and Shirley Otto, have written publications about management in the voluntary

sector. These are available from NCVO. "Issues in Consultancy" brings together the reports of the 1988 series of seminars convened by the Management Unit of NCVO which involved twenty five consultants working in the voluntary sector.

Management Training Vs Management Development

A distinction needs to be drawn between management training and management development. Many of those interviewed questioned the value of short courses on their own and said there was a greater need for working hand in hand with individual organisations to help themselves with individual problems.

"Many organisations are now finding that it is more beneficial to ask one of our trainers to work with them on designing and facilitating a course which meets very specific needs rather than to send one staff member on a course which involves other organisations." (Involved in Training leaflet from The Volunteer Centre UK, December 1988)

Further details of the organisations working with the voluntary sector and the services they offer are given in Appendix 2.

Universities and Colleges

Few universities make specific provisions for management training or management development for the voluntary sector. Students usually work within schools of social policy or public administration.

School of Economics and Political Science

The Centre for Voluntary Organisation

Although the centre is newly established at LSE, it builds the on ten years' experience of PORTVAC (the Brunel Programme of Research and Training into Voluntary Action) which was set up at Brunel University specifically for the voluntary sector. During those 10 years, small numbers of students undertook research projects for MA degrees.

Recently, the centre has had an enthusiastic response to its new MSc programme in voluntary sector organisation. This course started in September 1988 with an intake of twenty students, three full time and seventeen part time. It generated over a thousand enquiries and sixty three applicants by the first of October 1988. The director of the centre is David Billis, Reader in Social Services Organisation at LSE.

Cranfield Institute of Technology

The School of Social Policy

Four to six people are engaged in specific projects relating to individual voluntary or public sector organisations throughout each year. These projects are part of master's or doctorate degrees and are undertaken by people working within the organisations.

Colin Fletcher feels that a more integrated approach to management development needs in the voluntary sector is based on a partnership between theory and practice. He believes, "there are a lot of people looking for a quick fix which won't work and the culture of voluntary organisations is becoming self defensive as more and more is demanded of it."

Two current students are working on theses involving management issues in the voluntary sector. Mike Whitlam, chief executive, The Royal National Institute for the Deaf, "Who manages the voluntary sector: a case study of Save The Children

Fund", and Richard Kay, director of The Rainer Foundation, "Images of Management in the Voluntary Sector".

The School Of Management

The Enterprise Development Centre

The Centre has extensive links the voluntary sector, mostly overseas, and has developed a residential programme, "Developing Income Generating Enterprise", over the last three years. The third programme will be April 23 and June 2, 1989. It is designed for staff of voluntary agencies involved in programmes of income generation in overseas countries.

A current post graduate student, Jon Westborg, an overseas director of Save the Children Fund, Norway, and secretary general of the Stromme Memorial Foundation, is working on a thesis on "The Role of Private Voluntary Organisations in Promoting Small Scale Enterprises in Developing Countries - Potentials and Constraints". It addresses the tensions and strains that arise from the two different approaches to aid in the third world - welfare and economic generation. Professor Malcolm Harper is director of the Centre.

Management Advisory Service (MANDAS).

The School's Management Advisory Service expects to spend time researching each organisation and its requirements, to understand the organisation well in order to tailor the management development experience so that it directly relates to the issues and circumstances of the organisation and its delegates. This service could be useful and suitable for large organisations in the voluntary sector which have similar management development needs to statutory organisations, however, there would be

the question of funding and this might prove to be a problem. Peter Hall is director of MANDAS.

The University of Birmingham

There is now an optional module for the voluntary sector which can be taken as part of both the master's degree and the diploma in social services management.

The University of Leicester

Anthony Lawton, a lecturer in Public and Voluntary Sector Management, in the department of Adult Education is developing a programme of work of voluntary sector management development activities in collaboration with local voluntary agencies, such as the Leicester Council for Voluntary Service.

His starting point is the same as that of David Billis, at LSE, that the sector is distinctive and needs theory and practice of management and management development of its own not merely that derived from other sectors.

All of those spoken to felt that it is very important to recognise that the voluntary sector is different from other sectors and has a different profile. Anyone considering providing management development or management training for the voluntary sector needs to understand these differences: "Not only is it ok to be different from the organisations of business and government, it is ok to be different from other voluntary bodies" (Handy, "Understanding Voluntary Organisations", page 11)

Other universities which have connections with the voluntary sector are listed in Appendix 2.

Business Schools

Individual students working in voluntary organisations have taken MBA degrees and other courses at business schools such as Cranfield, London, Warwick, Ashridge and Henley. However, the courses are primarily aimed at students from the commercial sector.

University of Warwick

Warwick School of Industrial & Business Studies does not run courses for the voluntary sector though a number of students have done their MBA dissertations with organisations in the voluntary sector, such as Oxfam and Christian Aid.

David Wilson does independent consultancy work with voluntary organisations and is a consultant to the Open University.

The results of David Wilson's research will be published as a book by Routledge later this year entitled "Managing Voluntary and Non Profit Organisations, Strategy and Structure."

Ashridge Management College

Bursaries are available for one or two senior managers from voluntary organisations to join a three week general management course each year..

Henley, The Management College

Henley, in conjunction with Brunel University, has recently sent a questionnaire to a number of senior and middle managers in a selected group of voluntary organisations to ask them to contribute their current views on management training for themselves and their colleagues. The findings will then be linked with the findings from a second survey among the fifty largest corporate donors in the UK.

Current provision for the voluntary sector at universities and university-based business schools is limited and the number of students small.

Company Training Programmes

Since 1986, IBM have offered creative management skills courses for voluntary organisations using a team of IBM's training specialists and external consultants responsible for IBM own professional development programme. A few other companies have included senior and middle managers from the voluntary sector on their "in house" training programmes in informal arrangements with individual voluntary organisations.

Training for Management Committees

NACRO is developing a network of training for voluntary lay management committees. This work is being sponsored by the Home Office and is being piloted in the South West and Wales. For further information contact Charmaine Storer at NACRO's training information service, Bath.

Many of those interviewed said that training for management committees is an area which needs to be developed (See also the URBED Report, Section 7).

Recent Initiatives

1. "Managing Urban Change"

This is a report on the management training needs of urban programme project managers, which was prepared by URBED (Urban and Economic Development Limited) for the Department of the Environment. Many of the issues raised have wider relevance and the needs and solutions could apply to provision of management support and management development to other areas of the voluntary sector.

The main recommendation of the report is that: "support for project managers should be made more systematic, initially through the designation of at least two suitable contacts - one local generalist and one national specialist - as entry points into networks for information and advice (called the Project Management Support System) (Section 6.1), and through the publication of an updatable Project Management Handbook for project managers and their advisers (Section 3.1). These two steps should go a long way towards filling the training and support gap."

The report also recommends that: "principal funding agencies should be asked to endorse the importance of management training and other expenses vital to the health of the project and to ensure that adequate provision is made for them in the budgets they approve (Section 6.3)" and that "implementation of these recommendations requires action at local level..... It is therefore recommended that a Project Management Support System be organised first in one or two pilot areas using the government's Local Collaborate Project scheme."

2. The St George's House National Training Initiative for Community Enterprise

This report, by Coopers and Lybrand, looks at the training needs of community enterprise organisations. The findings of the report show that training needs vary

according to the stage of development of the organisation. In the initial stages training provision should be on site, informal and specific to the organisation concerned. However, it recommends that a community enterprise should move as quickly as possible towards more conventional training to minimise cost and avoid reinforcing the already large gap in understanding and contact between community enterprises and the rest of the economy.

Better information about training is required. Suitable local databases compatible to the training agencies sponsored Training Access Point scheme could be established.

The report recommends:

- The establishment of three pilot projects aimed at establishing best practice training provisions and developing appropriate tailored material
- Researching and evaluating the effectiveness of the community enterprises themselves providing a sound basis for a more comprehensive programme and a real justification for future support.

3. Advancing Good Management

Three organisations, ARC (Action Resource Centre), CPF (Community Projects Foundation) and NCVO (National Council for Voluntary Organisations), have combined to prepare proposals to improve effectiveness in the delivery of voluntary sector projects through enhancing standards of management practice. These proposals build on the information found in the URBED and St. George's House reports, as many of the needs exposed and their solutions are common to organisations beyond those studied .

The aim of the proposals is to establish a national network of local support systems by using and strengthening existing agencies. This will lead to a continuing improvement in the effectiveness of local community organisations.

The proposals recognize that while many of the components for the provision of support to meet management development needs in local organisations are already likely to exist in any given area they may need to be drawn together, developed and be made more accessible. Therefore a suitably qualified local voluntary organisation should act as a local "hub" agency to visualize the comprehensive amount of support needed to develop and fit together existing constituents and create new provision to fill the gaps. It would work closely with and secure resources from the private and public sectors. It states that there are three key factors for success:

- A strong and well respected local host agency that is keen to be involved
- A committed governing body representative of the network's customers and providers
- A good manager to run the network.

4. The Open University

Initial funding for the Open University's voluntary sector management programme has been provided by the Allied Dunbar Charitable Trust. The programme builds on earlier work in the Open University and has the active support of staff in other departments. The first course in this new programme is called "The Effective Organizer" and parallels the existing "Effective Manager" programme. It can be taken on its own or can count towards the profession diploma in management.

Extensive research and consultation with voluntary organisations is necessary to ensure that the programme will attract a large number of students, have high quality course material and meet the needs of the voluntary sector. It will therefore be two to three years before it is established. Initial funding is being sought for the foundation course after which the programme will be self financing. Two thousand questionnaires have been sent to organizations in the voluntary sector. Analysis of the first three hundred returned questionnaires indicate a high level of interest.

The advantage of Open University courses is that they are available to students, part time, without formal entry qualifications, and available across the country at reasonable cost. Organisations would have to ensure that students have opportunities to use their learning to enhance their work.

5. The Association of Chief Executives of National Voluntary Organisations

This association was formed in February, 1988, and will undoubtedly play an influential part in the voluntary sector in the future. The association has circulated a questionnaire to all its members asking what their perceptions are of the role of ACENVO in terms of:

- Personal support
- Chief Executive as Manager
- Chief Executive policy and training for Chief Executives and their staff.

ACENVO is intending to arrange for a seminar early in 1989 for all organisations known to the association involved in delivering management training to the voluntary sector.

Who Are Deciding on the Needs

The organisations themselves

It is very difficult for organisations to discern their management development needs. Consultants in the commercial and voluntary sector confirm that most organisations require help and advice to identify the real problems their organisations are facing. It is particularly difficult for an executive director in the voluntary sector to admit he or she has problems managing his or her organisation because the management committee which appointed him or her did so on the presumption that he or she was already trained and capable of coping with the running of the organisation.

Attitudes need to be changed and awareness heightened to make it easier for managers:

- to be aware or admit that they have training needs
- to identify these needs
- to know where to get a response to meet their needs.

Funders

Funders are increasingly stipulating that an evaluation and monitoring process be carried out by the recipient organisation and that, in addition, a consultant be engaged to monitor progress. This may result in management development being funder-led rather than a self-realization of the needs by the organisation themselves. It is important to ask if the funders - local or national governments or commercial companies - know what they are asking and what the effect of their evaluation and monitoring processes will be on voluntary organisations.

" The Management and Effectiveness of Voluntary Organisations" report for NCVO in 1984 addressed this issue when central and local government were the principal funders. David Wilson of Warwick Business School in "New Trends in the Funding of Charities: the Tripartite System of Funding" looks at the increasing role of the private commercial sector. The criteria which commercial organisations employ when they give money to voluntary organisations are very different from those used by government agencies. The chapter explores the resultant pressures and tensions as "voluntary organisations are being forced to play in a game where the rules are largely those of commercial enterprise", and the effect this is having on the voluntary sector. Some of the outcomes of using the commercial sector as a role model can be the introduction of unsuitable and meaningless management accounting systems, over use of aggressive marketing techniques, loss of the autonomy and personal freedom valued by staff at all levels (both volunteers and paid) and the abandonment of less "attractive" services or groups.

Course Providers

If course providers are to provide courses that are meaningful and relevant to the voluntary sector they need to understand how the operational environment and culture of this sector differ from those of the statutory and commercial sectors. They also need to understand how different each organization in the voluntary sector is from others in the same sector. There is also a need to consult with the voluntary sector and those in it and to have people involved in the course provision who have been involved in management in the voluntary sector and have experience of managing in that environment.

Many people expressed concern that course providers would think that management techniques and methods from the commercial sector could be transposed without

change to the voluntary sector "There is a danger here of the "industrialization" of the sector, of wholesale importing of ideas without regard for its distinctive characteristics" (David Billis, annual report 1987-88, Centre for Voluntary Organisation, LSE). Some consultants spoke of the danger of the sector being "colonised" by other sectors without regard to its culture and individual profile. Some management skills and techniques are common to all organisations and are valuable for all managers.

Managers in the voluntary sector have to manage:

- working for and being accountable to a lay management committee
- the growing need for accountability to funders and the public
- the difficulty of measuring performance in organisations that pursue a range of social objectives
- the lack of a tangible goal that allows for a consensus, as the need to make a profit provides in the commercial sector
- the functional separation of service provision from income generation
- the complex motivations of staff, who may include volunteers, those receiving honaria and paid employees
- the participative nature of most voluntary organisations, which raises questions of ownership and control

- the difficulty of managing the need for long term planning with short term resources.

Main Issues Identified

The relationship between the organisation and its lay management board

This relationship has to be clarified and managed better and the roles understood more clearly. The chief executive needs to be able to act with more independence in the more competitive, contractually orientated and time pressured environment that voluntary organisations are having to operate in now and in the future.

Some voluntary organisations are managing this changing relationship better than others. While there is a need for a greater autonomy and authority for the chief executive, there is also a demand for the whole organisation to be more accountable to the funders, the supporters and the public. There are, therefore, more demands on the chief executive and he or she needs to be equipped for and supported in his or her role. The chief executive also needs to have a clear view on how to manage the organisation.

Questions of Accountability, Performance Criteria and Methods of Monitoring Programmes.

"Correctly applied, evaluation techniques can help to improve an organisation's self awareness, motivation and all round performance. "Genuine evaluations" provide information that will assist an organisation to improve its work by resolving issues and problems and increase its effectiveness. They are not quick fire exercises designed simply to impress funders. Such "evaluations" are not evaluations at all, they are "con jobs". Of course the results of a genuine evaluation may also provide

useful information for funders. But these results will not be custom driven to impress. They will honestly reflect the merits and demerits of the project or organisation being evaluated" Working Effectively, a Guide to Evaluation Techniques, Warren Feek). The evolution of suitable methods of evaluation takes time and effort. Numbers are necessary for all organisations and have to be lived with even if not liked. The key success factor is to agree appropriate numbers which will be meaningful both for the funder and the organisation. "The number system must always be the servant and not the master." (Handy, Understanding Voluntary Organisations", page 131).

A Clash of Cultures

The private commercial sector, the statutory sector and the voluntary sector all have individual cultures. In addition, each organisation evolves its own culture. It would be a pity if the voluntary sector were to reject management and in an attempt to defend its own culture and ideology, "to throw the baby out with the managerial bath-water" (Handy, Understanding Voluntary Organisations, page 4). The use of a language which is more appropriate and which can be related to more easily by the voluntary sector is helpful. The URBED report refers to the need to use "action orientated" words (Section 3.1.4.).

A clash of cultures of a different sort can occur when different races work together. The URBED report and many of those interviewed emphasised the need to give support to ethnic minorities who do not find it so easy to key into appropriate networks. There is also a need for sensitivity and awareness to avoid superimposing methods of managing which may be alien to other cultures which have different interpersonal relationships and different approaches to work. It should not be assumed that culturally dominant forms of management are best just because they are the most documented.

Coping with Change and the Future

The voluntary sector is going through rapid change due to:

- the increase in local economic development
- the change in central government attitudes to local government and to the provision of care and services
- the change in funding arrangements
- recent changes in government legislation.

Many of these changes are still being lived through. In considering the needs for management training and development it is necessary to try to conceptualise the world in the next five years.

The Role Of Business Schools

It is unlikely that business schools, other than the Open University, will become major providers of special courses for the voluntary sector. Demand for their services and programmes is very high from the commercial sector following the Handy and Constable reports and there are problems of finding places for students from the voluntary sectors.

However, business schools could incorporate projects, case studies and other materials from the voluntary sector in their management courses, to create greater understanding of voluntary organisations in the commercial sector. If commercial

and voluntary sectors are going to work more closely together it is essential for them to understand each other's perspective. It would also give opportunities for more research into management in the voluntary sector.

Managers would then be better equipped in the future:

- to make funding decisions
- to set criteria of evaluation
- to manage secondments or other forms of assistance for the voluntary sector.

Case studies of good practice from the voluntary sector could be used to enhance existing courses in business schools and introduce alternative ways of managing, for example to examine Management in a participative organisation.

As organisations in the commercial sector try to improve employee participation with programmes such as quality circles and employee shareholding, much could be learned from the voluntary sector which has a history of participative involvement of employees and others.

Innovation and risk taking

It is widely recognised that voluntary organisations have the freedom to develop new approaches to problems. This requires a climate in which risks and responsibilities are taken without fear of retribution. There is a growing recognition of the value of entrepreneurial thinking in the commercial sector.

If it were recognised that learning is not just one way, voluntary organisations might gain the confidence to recognise that they may have "the opportunity to create a new way of organising" (Handy, Understanding Voluntary Organisations, page 158) and be less defensive and, as a result, more ready to learn and adapt skills which would be useful while maintaining their unique characteristics.

Communications and External Relationships

Although more organisations who provide courses for the voluntary sector are now including public relations (for example, NCVO and the Directory of Social Change introduced courses in 1988), one of the existing gaps in provision of training is in this area, particularly on the strategic level. "However, more courses are required which focus not just on the techniques of communicating but also on the strategic aspects (e.g. defining purposes, and identifying and reaching target audiences)", URBED report 6.6.2. The St. George's House report cited "external relationships" as one of the four main areas of need in management development. The limited number of courses that are offered address individual operational areas rather than strategic issues. Cranfield School of Management has the expertise and experience to provide a course for senior managers in strategic public relations management .

Conclusions

The findings of this paper show that, although there is an existing base of management training and development, there is still insufficient training and support for managers in the voluntary sector. Improved management and more effective organisation would yield substantial benefits to voluntary organisations and enhance the success of projects. This is particularly important as pressures on the sector increase with changes in government legislation and the changes in the operational environments of all sectors.

However, up to this point, funding arrangements have rarely been accompanied by any allowance for management development or support.

If the needs of the voluntary sector as a whole are to be met there must be a wide range of provision because the sector is so diverse and each organisation so individual. There is existing management training and support available for the voluntary sector, which needs to be developed. Much of it is in the form of courses, but other provision is being developed such as in-house training, consultancy and support networks.

There is a need to provide training not only to staff and managers but also to management committees and those providing funding.

It is important

- for managers to be enabled to identify their management development needs
- for individuals and organisations to know where to seek help
- for those offering advice, support and training to understand the sector and ensure that it meets the needs of individuals and organisations

It is necessary to address the perception and fear of being over-run by the commercial sector. This fear will make the voluntary sector more defensive and less likely to accept management training or management development support, which might be of value to it if offered more sympathetically.

It may be that use of action orientated words would make management concepts more meaningful and less threatening.

Evaluation of performance must be other than through profit or purely quantitative means. Methods of evaluation need to be developed which help an organisation become more effective and can be meaningful to funders.

Unless the voluntary sector's culture, its sense of commitment and operational environment are understood, pressure to conform to a uniform set of expectations and criteria may have a detrimental impact. This might effect:

- the spontaneity of the sector,
- willingness, in the sector, to take responsibility without fear of failure, and
- the desire of volunteers and staff to identify with aims and objectives of the organisation
- their willingness to work beyond the call of duty.

Much useful information has been set out in the two major reports, the URBED and St. George's House reports. There is an opportunity now to co-ordinate initiatives and offer the varied range of provision needed in this sector and to enhance linkages between local enterprise development and voluntary organisations. If the proposals contained in "Advancing Good Management" are developed it will ensure that in each local area an interested and able local development agency can have a manager responsible for co-ordinating local provision and resources and signposting their existence.

An infrastructure needs to be created to ensure that organisations can receive management advice and support which is relevant, timely, accessible and acceptable. It is unlikely that business schools, other than the Open University, will become major providers of training to the voluntary sector, because of cost and accessibility. However, they could play an important role in increasing understanding between the sectors, as a small number of students come from the voluntary sector, and projects in and case studies from the sector could be undertaken.

Public relations, particularly, on the strategic level, is an area which needs more support. Cranfield, with its specialist expertise and experience in this subject, could make a specific contribution.

Recommendations

The proposals contained in "Advancing Good Management" build on the information obtained from the recent research into the management development needs of voluntary organisations and the recommendations contained in two major reports to ensure the provision of relevant support. These proposals could be adopted and developed in the local areas that are chosen to host the pilot projects proposed by the reports:

- to ensure delivery of relevant, timely, accessible and acceptable management support for all voluntary organisations and community projects
- to provide "signposting" to help for local organisations
- to maximise the use of local resources
- to identify gaps in current provision

- to prevent fragmentation of initiatives
- to stabilise funding for management training and development
- to provide links and build bridges between the voluntary sector, the private sector and government (both national and local)
- to identify a manager who is responsible for making it happen thus ensuring it will.

The proposals should be seen as "enabling" to ensure the delivery of a variety of provision to meet individual needs rather than an attempt to create an artificial neatness and uniformity.

Funders, both government and private sector, could be encouraged to make an allowance for management support when making funding arrangements.

When initiatives such as the Open University Programme or the Advancing Good Management proposals cover a wide area of activity, a number of government departments could pool a small percentage of each department's budget to share the total cost. Similarly, co-operation could be sought from a number of private sector organisations.

The Home Office's Voluntary Services Unit could take a lead in following these wider issues through and play a co-ordinating role because the voluntary sector as a whole is involved. Every effort should be made to enable voluntary organisations to become aware of their own management development needs and to improve their ability to communicate more effectively with funders.

Training for lay management committees should be developed more.

Funders should be assisted to understand the culture and operational environment of the voluntary sector more fully. Likewise, voluntary organisations should be helped to develop greater understanding of the motivations and operational constraints of their funders. This enhanced mutual understanding would create more stable funding and more effective partnerships.

Business schools could play a role in increasing this understanding by enabling students to undertake projects in the voluntary sector and develop case studies of good management practice in voluntary organisations.

In addition, business schools could make a specific contribution, where specific needs are identified; for example, Cranfield could develop a course for senior managers in the voluntary sector in strategic public relations management, since the school has expertise in this area and has received a request to develop this kind of course.

The development of action orientated words as in the URBED Report and Handy's book "Understanding Voluntary Organisations" is to be recommended because these make management concepts more easily understood and acceptable to voluntary organisations and emphasise that a different style of management is required in this sector.

Appendix 1

PEOPLE INTERVIEWED

NATIONAL COUNCIL FOR VOLUNTARY ORGANISATIONS

Tim Dartington	Head of Management Unit
Susan Elizabeth	Management Development Adviser
Richard Gutch	Assistant Director, Local Voluntary Action Department
Diane Burridge	Head of Local Development Unit

NATIONAL COUNCIL FOR VOLUNTARY YOUTH SERVICES

David Stead	Deputy Director
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VOLUNTARY SERVICES UNIT, HOME OFFICE

Roger Watkins	Consultant
Warren Feek	Primarily of Framework, Leicester
Robin Heal	Manager Community Projects, BP
Gerry Wade	Public Affairs Manager, IBM

Open University

Rob Paton	Director of the Voluntary Sector Management Programme
Carolyn Hooker	Research Assistant

Cranfield Institute of Technology

Colin Fletcher	Senior Lecturer, School of Social Policy
Richard Kay	Director, Painer Foundation
Malcolm Harper	Director, Enterprise Development Centre, (SOM)
Peter Hall	Director, MANDAS, Management Development Advisory Service (SOM)

Conversations with

David Billis, Director, Centre for Coluntary Organisation. L.S.E.
Terry Cane, Senior Professional Adviser for INSTEP, Council for Education and
Training in Yourth and Community Work
Randall Smith, Director, The School for Advanced Urban Studies, Bristol University
Shirley Otto, Independant Consultant
Claire Hitchcock, Action Resource Centre, Assistant to the Chief Executive
Veronica Walford, Education and Training Group, Coopers & Lybrand
Christopher Cadell, Director, URBED
Bob Butteriss, Director, Business in Arts
Tony Waters, Director, Charity Forum
Mike Whitlam, Chief Executive, Royal National Institute for the Deaf

Gill Clayton, Information Officer, National Association for the Care and
Resettlement of Offenders
Foster Murphy, Director, The Volunteer Centre U.K.

* SOM - School of Management

Appendix 2

ACTION RESOURCE CENTRE

Cap House,
9-12 Long Lane
London
EC1A 9HD
01-726-8987

Chief Executive: Margaret Hyde

ARC was formed in 1973 as a clearing house to match the resources of business and the needs of the community. Its focus is two fold:

- providing brokerage between community projects in need of performance help and companies will to offer trained staff to them on a secondment basis, full- or part-time.
- initiating and managing more major development projects which require the combined resources of a community - industry, statutory and voluntary agencies - to be successful.

ADVANCE

**ADVICE AND DEVELOPMENT FOR VOLUNTEERING
AND NEIGHBOURHOOD CARE IN LONDON**

The Brixton Centre
Bon Marche Building
444 Brixton Road
London
SW9 8EF
01-978-8577

Advance provides:

Support, advice information training and consultancy for volunteer organisers in London. One of its recent publications is "The Management Paper" by Peter Firkin, £2.00.

This aims to improve practise of management skills among volunteer organisers and their managers. It builds on and expands material that the Volunteers Advisory Service has developed through working with volunteer organisations and their managers over the past years.

ASSOCIATION FOR BUSINESS SPONSORSHIP OF THE ARTS (ABSA)

2 Chester Street
London
SW1XX 7BB
01-235-9781

Director: Colin Tweedy

The Business in the Arts (BIA) initiative by ABSA aims to improve the quality of business management in the arts through the involvement of business.

BIA will have three key areas of activity:

- a business skills placement scheme
- an enterprise advisory service
- an arts management training programme.

Its first director is Bob Butteriss, seconded from IBM. Tel: 01-629-9495, ext 261.

CORA: Central Organisation for Regional Arts.

They have a general purpose group on education and training backed by the Government Training Commission.

BACIE
BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION
ESTD 1919

16 Park Crescent
London
W1N 4AP

Director: B.V. Murphy, BSc

BACIE is a voluntary non political educational charity.

It focuses on education in industry and commerce, "The World of Vocational Education", and offers "in company" training, consultancy and courses.

Its emphasis is on training those responsible for training in the company or organisation.

BUSINESS IN THE COMMUNITY

227a City Road
London
EC1V 1LX
01-253-3716

Chief Executive: Stephen O'Brien

BiC was set up in 1981 by major companies, government, trade unions and voluntary organisations to act as a focus and a catalyst for the greater involvement of industry and commerce in the local communities where they are based, where they trade and from which they draw their employees. It has over 100 corporate members.

The BiC Centre for Corporate Responsibility provides information, management development and professional services for companies in the design development and review of their corporate responsibility policies and community involvement activity.

CHARITY FORUM

54 Church Street
Tisbury
Salisbury
Wiltshire
SP3 6NH
0747-870490

Director: Tony Waters

This is a forum for those concerned with information services, public relations and fund raising for charities and other voluntary organisations.

Its main aim is to help members become increasingly professional and effective in their work.

COMEDIA CONSULTANCY

9 Poland Street
London
W1V 3DG
01-439-2059

Directors: Charles Landry, Russell Southwood, Peter Boyden

Comedia has worked with many voluntary organisations and charities in:

Organisational Reviews

Problems of growth; small volume organisation - large scale professional organisations.

Communications Strategy

Information flow within organisation.

Communication Audit

Internal and external.

Policy Analysis

COMMUNITY PROJECTS FOUNDATION

60 Highbury Grove
London
N5
01-226-5375

Director: David Thomas

CHARITIES AID FOUNDATION

48 Pembury Road
Towbridge
Kent
TN9 2JD
0732-256323

Bloomsbury Square
London
WC1A 2LP
01-831-7798

Director: Michael Brophy

Provides services, information and advice for donors and recipients of charitable funds. Publishes CHARITY TRENDS and was responsible for the introduction of the Give As You Earn Scheme.

CHARITY COMMISSION

St. Alban's House
57/60 Haymarket
London
SW1Y 4QX
01-210-3000



Director: Robin Guthrie

General supervision of charities providing schemes for their administration.

**THE COUNCIL FOR EDUCATION AND TRAINING IN
YOUTH AND COMMUNITY WORK**

Wellington House
Wellington Street
Leicester
LE1 6HL
0533-555666

Director: Don Grisbrook

CETVCW is concerned with the nature, appropriateness, quality and extent of education and training available for those seeking qualified status for all full-time personnel in youth and community work. It promotes the provision of training, endorses the training offered and advises on the department of training.

New arrangements for funding of training in the 1986 Education Act - Grant Related In Service Training, commonly referred to as GRIST - included full-time, part-time, paid or volunteer workers in the statutory of voluntary youth service as well as teachers.

COUNCILS FOR VOLUNTARY SERVICE - NATIONAL ASSOCIATION

26 Bedford Square
London
WC1B 3HY
01-636-4066

Chief Officer: David Cheeseman

CUSNA is the national association for CVS and aims to promote an effective network of CVS throughout England.

CVS are local organisations, independent of central and local government, which support local voluntary groups and promote community action.

(CVS = COUNCIL FOR VOLUNTARY SERVICE)

DATA BASES

Education and Training Group
Coopers & Lybrand
Plumtree Court
London
EC4 4HT
01-583-5000

For further details contact: Veronica Walford

The Training Commission has commissioned a study aimed at combatting confusions and supply of information about education and training, particularly in relation to data bases.

THE DIRECTORY OF SOCIAL CHANGE

Radius Works
Back Lane
London
NW3 1EL
01-435-8171

Directors: Michael Norton, Luke Fitzherbert

The Directory of Social Change is a registered educational charity which undertakes research and provides information and training to the voluntary sector. Its publications included The Corporate Donor's Handbook, A Guide to Company Giving and A Basic P.R. Guide for Charities.

It organises meetings, seminars and training courses in fundraising, financial management and communications (one day seminar on PR for Beginners, March 1988).

IBM

Community Programmes
IBM United Kingdom Ltd
IBM South Bank
76 Upper Ground
London
SE1 9P2
01-928-1777

Since 1986 IBM have offered Creative Management Skills Courses for Voluntary Organisations using the team of IBM training specialists and external consultants responsible for IBM's own professional development programme.

THE INDUSTRIAL SOCIETY

THE VOLUNTARY ORGANISATIONS UNIT

The Industrial Society
Robert Hyde House
48 Bryanston Square
London
S1H 7LN
01-262-2401

Peter Runge House
3 Carlton House Terrace
London
SW1Y 5DG
01-839-4300

Head of V.O. Unit:
Tim Fearon

Director of Industrial
Society:
Alistair Graham

The Industrial Society has a Voluntary Organisations Unit which provides public courses and "In-house" training.

Some of the courses held recently are:

Courses for senior managers - Leadership in Voluntary
Organisations

Other Courses: New to Management

Performance Review and Target Setting
Effective Use of Time
Introduction to Employment Law
Managing Volunteers
Secretaries - the Vital Link
Selecting Staff
Handling Difficult Situations
Good Client Relations
Health and Safety
Putting It In Writing
Leadership Within The Community
Achieving High Performance Through People
in Voluntary Organisations.

One and a half day course for members Industry and Commerce.

INSTITUTE OF CHARITY FUNDRAISING MANAGERS

Rooms 208-210 Market Towers
1 Nine Elms Lane
London
SW8 5NQ
01-627-3436

Director: Stephen Lee

ICFM have appointed a training co-ordinator, Sally Miller.

Training provision focuses on the elements of the professional fundraisers job.

INTERCHANGE

15 Wilkin Street
London
NW5 3NG
01-267-9421

Director: Francis Gladstone

Contact: Alan Tomkins

Interchange was founded in 1968 to stimulate community involvement and to experiment with the uses of creativity for problem solving.

It provides short courses and training work shops for workers in voluntary organisations, community groups and arts companies.

Examples

Interviewing
Effective Meetings
Managing Time and Stress
Self Presentation and the Media
Management Without Tears
Basic Bookkeeping and Accounting
Working Assertively
Counselling in community Work
Managing Voluntary Organisations

**NATIONAL ASSOCIATION FOR CARE AND RESETTLEMENT OF THE
OFFENDERWS**

169 Clapham Road
London
SW9 0PU
01-582-6500

Director: Vivien Stern

NACRO's Training Resources and Information Service was set up in 1988 at 29a
Southgate, Bath, BA1 1TP, Tel: 0225 447135.

Information Officer: Gill Clayton

NATIONAL ASSOCIATION OF VOLUNTEER BUREAUX

St. Peter's College
Saltley
Birmingham
B8 3TE
021-327-0265

The Co-ordinator: Tim Barnett

This is the National Association responsible for promoting social action broadcasting and servicing the nationwide network of 300 volunteer bureaux.

THE NATIONAL COUNCIL FOR VOLUNTARY ORGANISATIONS

26 Bedford Square
London
WC1B 3HU
01-636-4066

Director: Usha Prashar

NAVO provides professional advisory services to voluntary organisations, protects their interests and promotes new social action.

It is the main umbrella body for the voluntary sector in England.

NATIONAL COUNCIL FOR VOLUNTARY YOUTH SERVICES

Wellington House
29 Albion Street
Leicester
LE1 6GD
0533-471400

Director: Francis Cattermole

To enable youth-related groups to help and educate young people so as to develop their physical, mental and spiritual capacities that they may grow to full maturity as individuals and members of society.

Its aims are to:

- Support, improve and develop its members' provision for young people;
- Inform its membership and develop strategic approaches covering social and political issues affecting young people;
- Support, inform and encourage initiatives through the sharing of resources and ideas, nationally and locally;
- Act as a representative and consultative body on behalf of the voluntary sector of the youth service.

Seminars and workshops are held regularly to assist the smooth running of the member organisations. NCVYS also publishes a number of briefings and documents in connection with curriculum and management for the voluntary youth sector.

NATIONAL FEDERATION OF CUMMUNITY ORGANISATIONS

8-9 Upper Street
London
N1 0PQ
01-225-0189

Director: Charles Woods

NFCO can advise on all aspects of setting up and running community organisations.

NATIONAL YOUTH BUREAU

17-23 Albion Street
Leicester
LE1 6GD
0533-471200

Director: Janet Paraskeva

The NYB's Resources Centre on all aspects of youth action and youth work, with library, publications and an information service.

NETWORK

18 Durham Terrace
London
W2 5PB
01-221-8479

Director: Derek Evans

Network is based in central London and works throughout UK. the focus of their work is the management of human relations in the workplace.

Courses include:

Neegotiating Skills
Time Management
Women Managers - Developing women's management practice
Public Speaking
Managing Stress
working Assertively
Successful Interviews - Individual development and Equal
Opportunity in Recruitment and
Selection
Facing The Media
Management Development for Black People.

POLICY STUDIES INSTITUTE

100 Park Village East
London
NW1 3SR
01-387-2171



Director: W.W. Daniel

This independent research organisation undertakes studies of economic, industrial and social policy and the workings of political institutions.

It has monthly publications and 40 - 50 professional research staff drawn from a range of disciplines.

RTI

18-20 Dean Street
Newcastle Upon Tyne
NE1 1PG
091-261-6581

Director: Christine Morrison

RTI is a non profit organisation working exclusively for the public and voluntary sector. It provides consultancy and training programmes, both "In-house" and at training centres in England and Scotland.

Topics covered in 1 and 2 day seminars are:

Communications
Personal Development
Staff Development
Training
Organisation
Finance
Management
Marketing
Women as Managers
Fundraising.

SCOTTISH COUNCIL FOR VOLUNTARY ORGANISATIONS

18-19 Claremont Crescent
Edinburgh
EH7 4QD
031-556-3882

Contact: Elayne Burley

Scottish counter part of National Council for Voluntary Organisations.

URBED (The Urban and Economic Development Group)

3-7 Stamford Street
London
SE1 9NT
01-401-2099

Director: Christopher Cadell

THE VOLUNTEER CENTRE U.K.

29 Lower King's Road
Berkhamstead
Hertfordshire
HP4 2AB
04427-73311

Director: Foster Murphy

Its purpose is to support the work of volunteers and the people who organise them in any setting.

It offers:

Information and advice with a data base, a library and publications.

Training with tailor made courses covering communication techniques, recruiting and selecting volunteers, supporting and training volunteers, communication and conflict, using video in training, group work skills, training and trainers and organisational charge.

There are residential courses and non residential one day course throughout UK.

SOUTH WEST LONDON COLLEGE

Centre for Higher Business Studies
Abbots Wood Road
London
SW16 1AN
01-677-8141

Course Director: Tony Emerson

Training Programmes for Community Entrepreneurs.

Run by Management Studies Department.

COMMUNITY ROOTS COLLEGE

Mahatma Gandhi Centre
Unit 4 Tech West
4 Warple Way
Acton
London
W3 6RQ
01-740-1122

Head of Centre: Rashmi Varma

UNIVERSITY & COLLEGES

David Billis/Margaret Harris
Postgraduate Course in Voluntary Sector Organisation
London School of Economics
Houghton Street
London WC2A 2AE
Tel: 01 405 7686

Ann James University of Birmingham
Masters Degree in Social Services Management
Dept of Social Administration
P O Box 363
Birmingham B15 2RR
Tel: 021 414 5732 or 3872

Cranfield School of Management
Cranfield Institute of Technology
Cranfield
Bedford MK43 0AL
Tel: 0234 751122

Caren Lamb
MA in Management Learning
Centre for the Study of Management Learning
University of Lancaster
Lancaster LA2 4YX
Tel: 0524 65201 ext 4569

School of Advanced Urban Studies (SAUS)
University of Bristol
Rodney Lodge
Grange Road
Bristol BS8 4EA
Tel: 0272 441117

National Institute for Social Work (NISW)
5-7 Tavistock Place
London WC1H 9SS
Tel: 01 387 9681

Post Graduate Diploma	Degree by Independent Study (for Vol Sector)
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Alan Mossman	Graham Perry
Dept of Management Studies	NELP
NELP	School for Independent Study
Duncan House	Holbrook Annexe
Stratford High Street	Holbrook Road
London E15	Palistow, London E13
	Tel: 01 590 7722 ext 3224

Brunel University
Brunel Management Programme
Uxbridge
Middlesex UB8 3PH

Tel: 0895 56461 ext 215

Antony Lawton
Continuing Education Unit/Public Sector
Economics Research Centre
University of Leicester
Leicester LE1 7RH
Tel: 0533 522457

Rob Paton
School of Management
The Open University
1 Cofferridge Close
Milton Keynes MK11 1BY
Tel: 0908 74066 Ext 7628

Dr David C Wilson
School of Industrial & Business
University of Warwick
Coventry CV4 7AL
Tel: 0203 523523

Geoff Poulton
Department of Sociology & Social Administration
University of Southampton
Southampton SO9 5NH
Tel: 0703 559122

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Southampton SO9 5NH
Tel: 0703 559122

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Adair, J.	How to Manage Your Time	The Talbot Adair Press 1987
Ball, M.	Evaluation in the Voluntary Sector	The Forbes Trust 1988
Cattermole, F. Aris, M. Grisbrook, D.	Managing Youth Services	Longman 1987
Committee of Public Accounts	16th Report Monitoring and Control of Charities in England and Wales	HMSO 1988
Constable, J. Mc Cormick, R.	The Making of British Managers	BIM/CBI 1987
Coopers and Lybrand	Initiative for Community Enterprise	
	Charity Trends 11th Edition	Charities Aid Foundation
	MDU Bulletins	NCVO
Cutlip, S.M. Center, A.H. Broom, G.M.	Effective Public Relations	Prentice - Hall 1985
Feek, W. Press/NVCO	Working Effectively	Bedford Square 1988
	A Guide to Evaluation Techniques	
Gawlinski,G. and Graessle, L.	Planning Together - The Art of Effective Teamwork	Bedford Square Press/NCVO 1985
Handy, C.B.	Understanding Voluntary Organisations	Penguin 1988
Handy, C.B.	Understanding Organisations	Penguin 1976 3rd edition Penguin 1985

Handy, C.	The Making of Managers	NEDO 1987
Handy, C.B.	Voluntary Organisations and the World Ahead Mirrors or Medicine Sir George Haynes Memorial Lecture 1986	NCVO 1986
Handy, C.B.	"Improving Effectiveness in Voluntary Organisations"	Bedford Square Press/NCVO 1981
Harris, M. and Billis D.	Organising Voluntary Agencies- A Guide Through the Literature	Bedford Square Press/NCVO 1988
Hoggarth, L. Grisbrook, D.	Planning your Training Programme - A framework for the Training Activities of an Organisation	NCVYS 1985
Holloway, C. and Otto, S.	Getting Organised A Handbook for non- Statutory Organisations 1988	Bedford Square Press/NCVO
Hope, P.	"Ideas into Action" A handbook on project planning for youth and community workers - NCVYS Briefings No. 9	NCVYS 1988
Hunt J.W.	Managing People at Work	McGraw-Hill, Second Edition 1986
Hyde, M. Powell, A. Novak, J. Gutch, R.	Advancing Good Management Proposals to Improve Effectiveness in the Delivery of Voluntary Sector Projects Through Enhancing Standards of Management Practice.	Unpublished NCVO 1988
Johnson, G. and Scholes, K.	Exploring Corporate Strategy	Prentice-Hall International
Kakabadse, A. Ludlow, R. Vinnicombe, S.	Working in Organisations	Gower 1987
Lesley, P.	Lesley's Public	Prentice Hall

	Relations Handbook 3rd Edition Chapter 7 Community Relations - Wilbur J. Peak	3rd Edition 1983
NCVO Information Sheet	No. 6a Dimensions of the Voluntary Sector	NCVO 1988
Norton, M.	A Guide to Company Giving	The Directory of Social Change 1989 Edition
Norton, M.	The Corporate Donor's Handbook	The Directory of Social Change
Peters, T.J. and Waterman R.A.	In Search of Excellence	Harper & Row 1984
Poulton, G.	Managing Voluntary Organisations	Wiley 1988
Ross, C.	GRANT RELATED IN-SERVICE TRAINING - A Guide to implementing the Local Education Authority Training Grants Scheme in the In-Service Training of Voluntary and paid staff in the youth service	NCVYS 1987
St. George's House	Natinal Training	Dec. 1988
URBED	"Managing Urban Change"	HMSO 1988
Wolfenden Committee Report	The Future of Voluntary Organisations	CROOM HELM 1978
Working Group NCVO	The Management and Effectiveness of Voluntary Organisations	NCVO 1984
Wilson, D.C.	Managing Voluntary and Non Profit Organisations, Strategy and Structure	ROUTLEDGE To be published 1989
Wilson, D.C.	Chapter "New Trends in the funding of charities : The Tripantile System of funding"	MANCHESTER UNIVERSITY PRESS

edited
Ware, A.

in "CHARITIES and
GOVERNMENT"

To be
published
1989