



Road to Chartered series: paper 2

For the public good?
Volunteering in the
Chartered profession

THE **CHARTERED BODY** FOR THE
PROJECT PROFESSION

Contents

Page 4	1. Foreword
Page 5	2. Introduction
Page 6	3. What is volunteering?
Page 7	4. Background
	- The Chartered body
	- Volunteering – the APM story
	- The wider context – adding social capital?
	- Links to new APM strategy
Page 9	5. Volunteering – the evidence base
Page 10	6. Ideas for the future
Page 12	7. Conclusion: volunteering initiatives – seeking your views
	8. CPD – reflective questions



Appendices

1. APM's Volunteers Steering Group
2. APM Community Charter



1. Foreword

Volunteering is at the heart of everything APM does.

The advent of our Chartered status is an excellent time to look at how we can further increase the value of volunteering and the recognition of our volunteers. To this end we have set up the **Volunteers Steering Group (VSG)**, chaired by myself, to look at how the volunteer community can help deliver the APM vision by engaging both the membership and an increasingly diverse profession.

We need to identify imaginative ideas and alternative ways to engage in addition to traditional routes, such as running events, publishing knowledge and serving on committees. We will learn much from other Chartered bodies. The objective of the VSG is to develop new ideas, and galvanise and broaden the reach, diversity and impact of our volunteering. As we move forward we will ensure that APM volunteers continue to align, enrich and deliver the new APM strategy.

This paper is part of that effort. We would value any contribution to the emerging thinking of the group. Please get in touch with your thoughts or contributions, however small.

Appendix 1 sets out details of the VSG, its initial membership, as well as ways you can get in touch.

We look forward to hearing from you with your ideas.

Simon Taylor

APM board member and chair of the VSG

2. Introduction

This paper is one of a series of Chartered thought leadership papers – *Road to Chartered* – being prepared by APM to help build the capacity of APM as a Chartered body.

The series will be published over the next twelve months. This is the second in the series and focuses on a theme that APM has always had at its heart: volunteering.

As this series progresses it will provide members with insight into how their professional body will develop, what this will mean for them, and crucially, how they can be involved in this evolution. It will also signal to the wider public the intent of the project management profession to play its part in the development of the social and economic well-being of the country. A contribution that we believe has been under-appreciated for too long.

This series of papers will also act as a springboard for debate – surely an essential role for a professional body – and will help explain the transformation APM is experiencing as it evolves as a Chartered body.

It also provides a backdrop to the essential and detailed work undertaken throughout 2017 and into 2018, as APM develops the new standard for the profession and establishes a register. Despite the granting of the Charter at the end of 2016, this essential benchmarking work needs to be as thorough as possible to ensure APM establishes the appropriate standard for a fully constituted Chartered body that will inspire public confidence.

We hope you will find the series informative and, whether you are a member, prospective member or an interested external stakeholder, provides a proper context to this important phase in the development of our profession.

"Service to others is the rent you pay for your room here on Earth"

Muhammad Ali

"We make a living by what we get, but we make a life by what we give"

Winston Churchill

3. What is volunteering?

Volunteering is the commitment of time and energy for the benefit of society and the community, the environment or individuals outside one's immediate family. It is undertaken freely and by choice, without concern for financial gain. Source: **Wikipedia**

The Institute for Volunteering Research (*A rose by any other name – what exactly is volunteering?* IVR 2010) has set out four principles for volunteering. These are:

- *Choice – volunteering must be a choice freely made by each individual*
- *Mutual benefit – both the volunteer and the organisation that the volunteer works with should benefit from the relationship*
- *Diversity – volunteering should be open to all*
- *Recognition – the contribution of volunteers should be recognised.*

In the context of professionalism this can be further defined by pro bono activity for a customer or client, the wider public or by service to the profession. For example, the Law Society runs a pro bono scheme facilitated by its members, which provides free legal advice in certain circumstances. Other professions have charitable arms or provide an outreach programme for schools and FE and HE institutions.

4. Background

4.1 The Chartered body

**"The best way to find yourself
is to lose yourself in the
service of others"**

Mahatma Gandhi

Chartered bodies have traditionally been at the forefront of volunteering or pro bono activity. Many of the older professions grew out of worshipful companies or livery companies with large charitable endowments. Chartered bodies have modernised into the 21st century but have retained strong involvement from volunteers in many aspects of their activity, including high-level governance, committees and specialist groups like APM's SIGs. The advent of Chartered status offers the perfect opportunity to review and update APM's volunteering strategy.

4.2 Volunteering – the APM story

In early 2017 APM was informed that we had met the exacting standards required by the UK Volunteering Forum to receive revalidation for the Investing in Volunteers (IiV) award for a further three years.

APM was the first professional body to achieve this standard back in 2014 and is still only one of a few to do so. This is a real endorsement and external validation of all the work undertaken by APM volunteers – and many more – to build a real and sustained commitment to volunteering across APM. So the review of how we support and encourage volunteering is built on a strong foundation.

4.3 The wider context – adding social capital?

One of the strongest arguments for professionalism is its value, not only in the benefits it brings to the individual practitioner and the profession as a whole, but also to the wider public interest. The third sector clearly adds richness to civic society, and chartered and professional bodies play a crucial part in this contribution.

**"What is the essence of life?
To serve others and to do good"**

Aristotle

Pro bono and volunteering work also carry a significant benefit to society as a whole rather than just its parts. It enhances the community's social capital. Like individuals, networks and groupings can also depreciate unless they constantly expand and mix with other networks in other environments. In the famous book *Bowling Alone*, published in 2000, American sociologist Robert Putnam warned what could happen to a society when such interaction declines. For example, in a work environment, constantly dealing with the same people all the time does not result in much new innovative thinking. Networks need to develop a bond and bridge with one another, provided they share the basic values and norms.

This multi-faceted benefit is especially present in volunteering and pro bono activity undertaken by firms in the community. An extensive study by the University of Nottingham in 2003, of community initiatives undertaken by three different Midlands-based multinational firms, confirmed that the work helped to enhance co-operation between the employees, companies, and community organisations. It found that these networks transcended the usual social class, business environment and economic lines, and they yielded not only benefits the human capital of those doing the interacting, they also generated new ideas and new thinking from those interactions, and above all they helped to build trust between those groups.

4.4 Links to new APM strategy

APM's new strategy was confirmed by the APM board in March 2017. In order to achieve the objectives set out in the strategy, and in particular the requirement to accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities, there is a need to draw on a wider pool of talent and voluntary support across APM as the organisation seeks to grow, and broaden and increase the promotion of the profession.



5. Volunteering – the evidence base

"Life's most persistent and urgent question is, 'What are you doing for others?'"

Martin Luther King, Jr

Volunteering represents a strong part of the social and economic fabric. However, in this busy and fast-paced world there are many, and increasing, draws on the individual's time. According to the UK Office for National Statistics (*ONS Report*, March 2017) volunteers gave seven per cent less of their time to help their communities, at a loss to the UK of more than £1bn, between 2012 and 2015. The ONS stated: *"There has been a general decline in the time that the UK's unsung heroes and heroines spend volunteering since 2005... and despite the value of the voluntary sector to the UK, there has been a 15.4 per cent decline in the total number of frequent hours volunteered, between 2005 and 2015 – a drop from 2.28 billion hours to 1.93 billion."*

Yet these statistics still represent a huge wealth of contributions to the social and economic well-being of the country through these scaled-up individual contributions. The scale of volunteering in the UK is immense. Latest figures from 2014 show volunteering represented two per cent of the total value of unpaid work, and was worth £23bn.

Interestingly, and contrary to perception of many that younger people are less involved in volunteering, the ONS statistics show that those in the youngest age group of 16 to 24 have increased the time they devote to volunteering while those in the 25 to 34 age category have decreased their volunteering time.

"Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in"

Unknown

6. Ideas for the future

It is worth picking up some of the comments from the final assessment report for the Investing in Volunteers (iV) application, which illustrates some of the themes and sentiments emerging.

The report quotes a volunteer saying that: *"APM is very good with volunteers. It recognises the volunteer body and the value it brings to the overall objectives and direction of APM."*

Ibis House training and orientation days were praised, and the report commented favourably on the **continuing efforts** to make improvements in diversity.

But the report also points to things we can and should do to raise our game – to ensure we broaden and diversify our volunteer base and ways of volunteering. In doing so, we can be confident that we have new generations of volunteers coming through, and that our volunteer groups are reflective of the wider membership we serve. Our new Chartered status makes it imperative to look at this afresh.

As Simon Taylor's foreword mentions, volunteering has been at the heart of APM throughout its history.

Like all good membership bodies we operate with a careful balance of activity, blending voluntary and APM staff effort. In the difficult years of recession after 2008, many member organisations struggled to get volunteer support as members had less support from their employers for their volunteering activity. The ONS figures reflect the growing pressures and the time constraints on busy professionals.

So what does this mean for the future of volunteering and how can we ensure our new Chartered body is not only embracing our existing volunteers but is attracting an enthusiastic new generation?

In short, how do we find and involve our future volunteers?

It is important that APM has the culture and ethos of a Chartered body, and volunteering can play a key part. We need to think of a broader definition of volunteering and how we can learn from other Chartered bodies and their pro bono approaches.

We need to adapt to the challenges of the millennial generation and how they want to interact and communicate. This may be a challenge to some in our volunteer community who like the feel of the familiar or the modes of operation, which until now, appear to have sufficed.

Some thoughts for discussion:

- Do we need to broaden our general definition of volunteering – not just service on branch and SIG committees – valuable though this is?
- How can we do more to promote all the other opportunities for volunteers with APM, such as, occasional focus groups, reviewing research and other publications, our work on the APM awards and a growing number of conferences and events?
- We are developing a new CPD user group. Could this be a way to utilise volunteers? Or getting volunteers involved in the new collaborative platform?

"Our generation has the ability and the responsibility to make our ever-more connected world a more hopeful, stable and peaceful place"

Natalie Portman

- What about where and how volunteering takes place – virtual team activity, including across borders, as well as social and interactive media like webinars?
- Can we support and organise our volunteers better? This is something the new VSG will be looking at.
- One real option to stimulate change is to develop a **recognition and rewards process** that encourages new and imaginative ways to volunteer and to inspire others. How might this work and what sort of things should be recognised?
- How do we draw in millennials and engage them in ways they want to participate?
- Perhaps we can better develop how CPD could be used to incentivise volunteering as part of the broader CPD programme of an individual? How can we capture the value of networking?

Broadening the base of our volunteers

One of the real challenges will be how we involve new groups of our membership. For example, how we attract millennials. We need to remember millennials will constitute 50 per cent of the workforce by 2020. As the ONS research shows, they still volunteer, but perhaps in different ways to their older counterparts. For example, the social aspects of volunteering are particularly important to them. They want a cause they can relate to that requires specific skills or expertise from them.

As Sara Drake, CEO of APM, mentioned at the March 2017 Volunteers Forum: *"APM's volunteers have an important role as champions of the profession in external arenas and across our partner professions."*

"Only a life lived for others is worth living"

Albert Einstein

We need our volunteer leaders to be **ambassadors**, to raise the profile of APM and of project management. A healthy profession should be encouraging active debates, drawing in new voices and energy. It is important our volunteer communities (branches and SIGs) reflect the diversity of our membership and the profession. This will help create the opportunity to develop succession planning for these groups and also help APM develop a wide and growing talent pool to draw on in the future.

We need to be identifying and supporting new pools of talent, not just the young, and encouraging and motivating the next generation of leaders. Volunteering can provide great opportunities for personal and professional development. We need to recognise that many practitioners are time-poor, so we should use their contributions wisely, with appreciation for these constraints.

If we can widen the type of volunteering and deepen the pool of volunteers, we will be able to address any perception that things are run by an unchanging group of members. All committees and groups in APM need to think about succession planning.

**"I believe that every human mind
feels pleasure in doing good
to another"**

Thomas Jefferson

7. Conclusion: volunteering initiatives – seeking your views

This paper is a contribution to the wider series of APM Chartered papers, which seek to debate how the APM can support the change to a Chartered body. We hope you feel able to contribute your views and thoughts to the ideas raised in this paper. Appendix 1 details the group and members set up to scope initial thoughts to develop ideas for volunteering. Please feel free to get in contact with the group. See contact details in Appendix 1.

8. CPD – reflective questions

- Think about the different ways pro bono or volunteering activity can be undertaken and consider how this might be most beneficial to you as an individual in your professional self-development?
- What could you do to advance the profession as a whole or support the APM?
- What contribution could the project profession make that would be most beneficial to the wider public interest?
- Consider the points set out in this paper about widening the volunteering commitment. What might be the most innovative or helpful contribution to help diversify or improve the APM's volunteering effort?
- The APM is thinking about a rewards and recognition strategy to support volunteering. What might be the most useful way to achieve this?

**"The unselfish effort to bring
cheer to others will be the
beginning of a happier life
for ourselves"**

Helen Keller

APM – Continuing professional development

Continuing professional development (CPD) is part of the **APM FIVE Dimensions of Professionalism** and fundamental to business today. It ensures that you have the breadth of knowledge to illustrate your commitment to lifelong learning in a rapidly changing environment.

APM expects professionals to undertake 35 hours of formal and informal professional development every year. This is a professional obligation to clients and employers. As a committed project management professional, you are responsible for your own CPD activities, and you are expected to complete the required hours every year.

This publication counts towards one hour of CPD using the reflective questions.

APM is pleased to be a research partner of the Professional Development Consortium, which exists to support all those involved with CPD. A link to what APM classes as CPD can be found at apm.org.uk/qualifications-and-training/continuing-professional-development



Appendix 1

APM's Volunteers Steering Group (VSG)

The VSG has been formally approved by the APM Board. The remit is to align the efforts of the volunteer community by integrating the governance of the different communities and to strengthen the bond between the strategy and the volunteers. Initial Members (appointed) are Simon Taylor (chair); Mike Ward (deputy chair); Eileen Roden – SIGs; Russel Jamieson (deputy chair); Ben Pinches – branches, and with APM executive representation from Sara Drake (chief executive) and Anna Grabham (volunteers manager). At the time of writing, further members were being sought.

The group is initially developing an elections and co-optive process. It will consider how volunteering can link to the new APM strategy and look at interaction with the SIGs and branches, and alternative networks and the branch and SIG business planning review. They are also looking at volunteer reward and recognition.

To contact the group please send messages via anna.grabham@apm.org.uk

Appendix 2

The APM Community Charter

The following sets out APM's Community Charter:

This Community Charter sets out key principles by which all those involved with APM collaborate and work together towards achieving our shared vision of a world in which all projects succeed. Our community includes: members (both individual and corporate), volunteers (in branches, SIGs, and other groupings), chairman and Board of Trustees, president and vice presidents, Honorary Fellows, executives and staff, contractors, accredited training providers and higher education institutes, and other participants and contributors, many of whom are not yet members. To pursue our vision and develop our profession we need the active support, commitment, energy and creativity of all members of this community.

Our volunteers

Volunteers have a pivotal part to play in the future of APM. We need volunteers, as experts; writing, speaking and market testing; working in focus and steering groups; in our various communities; contributing to research, knowledge and standards development; operating online and offline; those beginning their careers and those who have a wealth of knowledge to be captured and disseminated. Volunteering should be inspirational, fun, motivating and a learning experience. It will help develop additional skills, key contacts and a track record of achievement that will directly benefit personal and professional goals. Volunteering opportunities need to be tailored to personal needs, goals and commitments. There are numerous and varied opportunities to make a productive contribution, even if the volunteer can spare only a few hours each year. This Charter recognises that APM volunteering is unpaid and there is no expectation of payment, other than reimbursement of reasonable expenses. APM does not seek to establish any form of legal contract with individual volunteers. APM currently holds the Investing in Volunteers Quality Standard. Achieving this quality accreditation publicly demonstrates APM's commitment to volunteering and effective volunteer management.

Charter principles

APM as an association, commits to:

- encouraging members of APM community to seek out appropriate opportunities to collaborate, and to make it easy to get actively involved;
- ensuring all volunteers and staff are fully integrated into APM's structure and work positively together;
- recognising that volunteers will choose the areas in which they want to be actively involved, and that members of staff based at Ibis House have professional domain expertise appropriate to the delivery of the plans of the association. Volunteer members of the community are able to decline any requests they consider unrealistic, beyond the scope of the role, where they do not have the requisite skills, or for which they are unable to commit the time and energy required;
- respecting, recognising and valuing contributions from all areas of the community;
- resolving any issues which may be encountered through a forum and opportunity for discussion in an appropriate and constructive manner;
- maintaining a dialogue between all participants through representative groups and consultation;
- mutually agreeing the scope and objectives of any collaborative activity to be undertaken;
- making collaboration within APM a fun and rewarding experience; and
- being committed to the principle of equality of opportunity and aiming to ensure that all present and potential participants, members, volunteers and employees are treated fairly and on an equal basis, irrespective of their gender, age, disability, ethnic origin, colour, religion or belief, social status or sexual orientation.

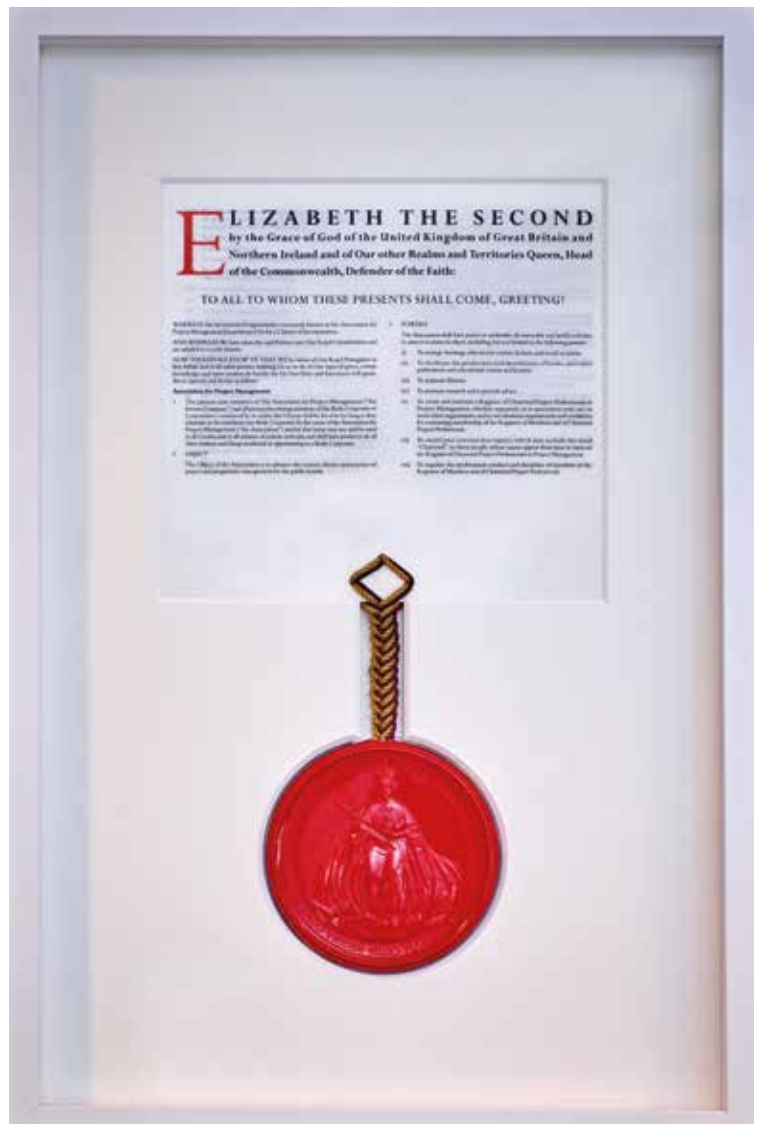
"The meaning of life is to find your gift. The purpose of life is to give it away"

William Shakespeare

All members of the community undertake to:

- act professionally and in line with APM values;
- undertake activities in a positive, structured, safe and rewarding manner in line with all APM policies and procedures, especially those relating to health and safety, conflict of interest, intellectual property rights, confidentiality and data protection;
- show respect to fellow volunteers, employees, members, customers and suppliers;
- maintain the confidentiality of all information relating to APM, its members, employees and customers;
- honour any commitments made to the best of their ability; and
- be jointly committed to honouring the spirit of this Community Charter in all our activities.

We thank you for your commitment and contribution to date, look forward to collaborating with you on exciting projects in the future, and welcome anyone willing to contribute to a world in which all projects succeed.



Association for Project Management

Ibis House, Regent Park,
Summerleys Road,
Princes Risborough,
Buckinghamshire HP27 9LE

Tel (UK) 0845 458 1944
Tel (Int) +44 1844 271 640
Email info@apm.org.uk
Web apm.org.uk