



**Charity Retail Association**<sup>®</sup>

The voice of charity retail

THE CHARITY RETAIL ASSOCIATION'S  
**VOLUNTEER TOOLKIT**

# **VOLUNTEER RECRUITMENT**

Volunteers are the lifeblood of charity shops. Without the dedication of volunteers, shops wouldn't be able to trade and raise the vital money that is needed to deliver the aims of your organisation. Retail volunteers are often the first point of contact with the public. Every charity will face different challenges, but in this module, we will look at how to plan for your recruitment activity, using some self-reflection tools on your existing team, example exercises and provide some ideas and suggestions to help support you in recruiting more volunteers.



## Identify your recruitment needs

To run a successful and profitable shop, you need to have the right number of volunteers, volunteering at the right time, who each hold a wide range of skills and experience.

### Review your current team

Reflect on your current team to consider if now is the right time to be recruiting. If you are a Shop Manager who needs to build your team from scratch then think about the type of roles you need to recruit for, what roles do you want to prioritise first and what support do you need.



### Key questions to consider...

- Is there an issue in your team that you need to sort out before welcoming new volunteers? For example, you may have a 'clique' of volunteers on a certain shift that would make it difficult to integrate a new volunteer into, or, perhaps there is a group of volunteers who are disgruntled with a change in your shop and are displaying negative behaviours that would make it a difficult atmosphere for a new volunteer to join? (refer to the Conflict module for further guidance)
- Do you have the support of your wider team to welcome new volunteers?
- Do you have the time available to invest in inducting and training new volunteers?
- Is the back of house area organised and welcoming to new volunteers?

Once you have established that you are in a position to recruit new volunteers, the starting point is to identify your recruitment needs. Make sure your shop is ready to recruit volunteers. Engage with your existing team and communicate to them what is happening. Think carefully about what you really need – identify the current skills and rota gaps in your team and the roles that you need to recruit to.



### Key questions to consider...

- Have you asked your existing volunteers whether they might be able to increase their hours? More time from someone already trained and knows the shop is the quickest way to increase your resource.
- Where are the current gaps in your rota in terms of days / times?
- Are there any safeguarding issues that you need to consider? E.g. ensuring that you have adequate supervision for under 18's.
- What specialist skills are currently lacking in your team? e.g. social media, books, media
- Are there tasks you are currently doing that could be shared with volunteers?
- Are there areas of the shop that are neglected / could do better given more time and support from volunteers?

### Top tip – be specific about your volunteer roles

Think about what you really need for your team. It could be that you need someone to sort donated stock, someone to serve customers and operate the till or a social media specialist. Being specific about the roles you would like your volunteers to carry out is more effective than a generic ask for volunteers.



Resource 1 – Exercise in appendix



Resource 2 – Exercise in appendix

## Before you start recruiting...

In order to ensure that you have a shop environment conducive to welcoming new volunteers, your recruitment efforts will be more effective if you think about the following points before you start recruiting:

### Shop atmosphere – front and back of the shop

We all want to work in a nice environment. Have you ever considered the atmosphere in your shop? Before starting your recruitment activities, it would be a good opportunity to think about the atmosphere of your shop. Get your volunteers involved in the exercise too.

### Top tip – visit other shops

Take some time to go and visit other shops in your town to get a feel for them. When you are looking around the shops, think about the following:

- What is the atmosphere like in that shop?
- Would you like to volunteer in that shop?
- What do you like about the atmosphere in that shop that you could replicate in your own?



Resource 3 – Exercise in appendix



Resource 4 – Exercise in appendix

### Top tip – get extra help with your volunteer recruitment

Why not consider recruiting for a volunteer recruiter? This can be a really effective volunteer role that can support you with your recruitment activities.

## Micro-volunteering

Micro-volunteering can be a way to engage with people who aren't able to commit a lot of time, but still have skills and a willingness to help and support. Micro-volunteering can be best described as easy to complete impactful actions that can be finished in 30 – 60 minutes. They can be done online or in person.

### Examples of online micro-volunteering

- Giving a talk to promote your charity
- Completing a questionnaire
- Taking an action online such as completing a petition
- Sharing social media posts from your charity
- Writing a blog post
- Researching local recruitment opportunities

### Examples of charity shop micro-volunteering

- Promoting the shop within the community
- Asking for donations
- Research unusual or potentially valuable donations
- Promoting volunteer recruitment
- Online promotion of items for sale
- Asking supporters to run a stock donation event at their place of work
- Contacting local businesses for stock donations

There are lots of ways in which you can engage people from your local community to help and support your shop through micro-volunteering.

## Developing volunteer role descriptions

Completing the previous activities will give you an idea of the roles you are looking to recruit to within your shop. Developing a volunteer role description will help you to recruit to these specific roles. The role description will enable potential volunteers to understand more about the tasks involved in the role, the level of commitment, and the skills and qualities you are looking for in a volunteer. The role description forms a key part of the recruitment process.

### What makes a good volunteer role description?

Once you know what you need, who can support you to create that role profile? Some organisations have a central team, others create these locally. To write a volunteer role description, consider the following:

- Keep it simple and clearly communicate why the role is important.
- Avoid using jargon as this can be a barrier to potential volunteers.
- Clearly explain the tasks and responsibilities that the role will involve.
- Volunteer roles are not jobs, so the description should not look like a job description – a volunteer role description needs to be flexible.
- Set expectations up front – if you are looking for something specific, ensure this is included in the role description. This ensures that you and the volunteer are both clear about what the role involves.

### Top tip – set aside 15 minutes to develop a role description

Take some time to really think about the role. The more time you invest in developing the role description, the more effective it will be. See if you can develop a role description – you will be surprised at what you can put together. Having a good volunteer role description will be a key tool for promoting the role and managing the expectations of new volunteers.

Once you've got a clear idea of your volunteer recruitment needs, you're then ready to start thinking about how to attract new volunteers to your shop. This helps you to focus your efforts on attracting those volunteer groups who will make the biggest difference to you.

### Top tip – start with your current team of volunteers

Once you have identified your volunteer gaps, a good place to start is by speaking to your current team of volunteers. They may be interested in taking on a different role within the shop, they may have additional time to volunteer on another day, or they may know someone else who would like to volunteer.



Resource 5 – Exercise in appendix



## Volunteer recruitment activities

Once you have identified your recruitment needs, you are then in a position to think about the recruitment activities you could use to attract new volunteers to your shop.

### Before you start recruiting...

- Involve your current volunteers from the start of your recruitment plans.
- Tell them that you are planning a recruitment campaign and ask them to contribute their thoughts and ideas.
- Volunteers are often well connected within their local community and will bring knowledge and expertise to your campaign.
- Make sure that your volunteers are well briefed about the recruitment campaign and that they know how to respond when someone comes into the shop for further information – show them where the application forms are and what to do with the completed forms they may receive.
- Recruitment activities are far more successful when everyone is on board with getting involved and welcoming new volunteers to the team.
- Consider your own network such as friends and family who may be interested in volunteering.

### Customer service and engagement

How you talk and engage with customers and potential volunteers will play an important role in recruiting new people to your shop. Delivering great customer service by being friendly and engaging with your customers and potential volunteers will build a positive reputation for you. By delivering great customer service you'll not only get more customers but also been known as the place where people want to come and volunteer.

Having already identified the specific roles and rota gaps within your team, taking a more targeted approach to recruitment can be more effective than a generic 'we need volunteers' ask. With this in mind, a good place to start is to think about the volunteers you are looking to attract to your team.

### Key questions to consider...

- What skills are you looking for in a volunteer? Consider the specialist skills that might be required for the role e.g. social media, knowledge of books
- Where might you find these volunteers?
  - What might their interests be?
  - Where might they have worked before?
  - What do they enjoy doing?
  - Where do they go in their spare time?
  - Where are these people when they are not volunteering?
- What about the volunteers who don't go out? How could you reach out to these people?

**Remember** – The purpose of this is not to consider the volunteers you currently have, but the ones who are out there waiting to volunteer. When considering these points, try and avoid stereotypes e.g. we need a male to lift furniture. Having a culture of inclusion is of paramount importance. Being able to recruit a diverse volunteer team is really important. Think about motivations to volunteer too. Ask your existing volunteers why they started volunteering. How can you use that insight to recruit new volunteers?



Resource 6 – Exercise in appendix

There are lots of different ways of promoting your volunteering opportunities, and taking a proactive approach will help you to attract a diverse range of people. Involving a diverse range of volunteers from a variety of backgrounds brings benefits such as fresh approaches and ideas, as well as becoming more representative of the community your shop is in.

**Shop based advertising**

A good place to start is by making it clear in your shops that you are looking for volunteers. There are a number of things you can do within your shop to let people know that you are recruiting.

**Top tip – understand the local market**

The chances are that other charity shops in your local area will also be looking for volunteers. Go and have a look around the other charity shops in your area to see what recruitment activity they are doing – this will give you some ideas of recruitment methods to try, and will help you to understand the local market better.

**Shop window displays**

Using your shop window to let passers-by know that you are looking for volunteers can be really effective. This is a real opportunity to use your creative skills to support your volunteer recruitment activity – try dressing your mannequins up in ‘volunteer’ t-shirts to attract the attention of people walking past.

**Posters in the shop window**

Displaying posters in the shop window is a really good way to promote that you are looking for volunteers. Make sure that any poster displayed looks presentable. Refresh the poster regularly as if it is in the same place for a long time, people will stop noticing it. See what resources your Area Manager / Volunteer Team have available.

**QR codes**

A QR code is a scannable image that can be instantly read using a smartphone camera. When the smartphone scans the image, it links to a website or piece of content, like a webpage about volunteering.

With your shop posters or other types of recruitment collateral, consider using QR Codes. These can be displayed on leaflets, at point of sale, in the changing rooms, anywhere someone can use a smartphone! They have seen a resurgence in use since the pandemic and have been highly successful. QR Codes are easy to create. There are lots of free tools online to guide you through how to do it.

**Top tips – maximising impact**

- Take a look around your shop and consider where placing posters will catch customer’s attention the most.
- Promoting specific roles / shifts on your poster may achieve more interest.
- Create a simple ‘empty belly’ poster that you can customise by handwriting what you are advertising for.
- Talk about the difference and impact volunteers make in your shop.

**A-boards**

Using an A-board outside your shop can show people walking past that you are looking for volunteers (just be sure to check with the local council that you have the right permissions to do so). This could display a larger poster, or could be a chalkboard that you customise to generate interest in volunteering. Have a look online for examples of how other charities have used this tool to recruit more volunteers.

**Top tip – make it personal**

Customising your own A-board gives you an opportunity to be creative and tailor your message to attract new volunteers. Consider what makes your shop special and why they should come inside to find out more.

**Flyers for customers**

Smaller flyers can be created and shared with your customers to advertise your volunteering opportunities. Be sure to include the shop contact details on the flyer so that people can get in touch to find out more.

**Top tips – generating interest**

- Pick a few days where you can add a flyer into a carrier bag whenever a customer makes a purchase.
- Display the flyer on the counter so that customers can see that you are looking for volunteers.

**Sustainability and the environment**

When producing recruitment materials, be mindful of the environmental impact. Ideas and suggestions for printed materials have been included in this module, but with a caveat of considering the number of resources you need and whether anything you produce can be reused or repurposed again.

Promoting that message around being sustainable is an authentic way to engage with audiences who are aligned to climate change and suitability. Younger audiences aren't the only demographic conscious about sustainability, but they are a group who have been more vocal and aware of the issues we face. There may be a way to promote your sustainability messages to those audiences as a way to recruit new volunteers. Shopping in a charity shop is a great way to be sustainable!

**Open days**

Holding an event at your shop, such as an open day or coffee morning, is a great way to encourage people to come into the shop for an informal chat about volunteering. It gives potential volunteers the chance to come in and see the shop, meet the team, and find out more about becoming a volunteer. You could consider approaching a local speaker to come along to your open day to give the potential volunteers an interesting experience and a worthwhile visit to the shop. This is great opportunity to involve your current volunteers in planning the event, and meeting potential new volunteers to share their experiences.

**Top tips – consider the logistics**

When planning an event like this, it is worth considering:

- The date and time of the event – who is your target group? When would they be available to come to an event? Do you have enough support to run the event on this day?
- Do you have the space available in your shop to run an event like this?
- Promotion of the event – how are you going to let potential volunteers know that there is an event going on? You may use balloons, banners and posters to attract attention to the event.
- Use refreshments as an icebreaker – providing coffee and cake helps to attract people and puts them at ease.
- Ask a volunteer if they could wear a 'volunteer with us' t-shirt and whether they would be happy talking to customers and potential volunteers about volunteering.



Resource 7 – Exercise in appendix

**Recruitment station**

Set up a recruitment station in your shop – displaying posters, role descriptions and application forms. This provides a focal point for customers and is a way to highlight that the shop is looking for new volunteers to join the team.

**Word of mouth advertising**

Word of mouth is one of the most effective ways of recruiting volunteers.

**Top tip – spreading a positive message**

Keep in mind that people will only spread the message about volunteering if they have had a positive experience of your shop. A happy volunteer team or a customer who has had a good experience in the shop will be much more likely to recommend others to volunteer.

The power of word of mouth can be demonstrated in this example – if a new restaurant opened in your town and on the first night you went there for a meal and had an amazing time, you would tell your friends and family. If you had a bad experience, poor food and bad service, then you are going to tell your friends and family not to go to the restaurant. Dissatisfied customers on average tell between 9 – 15 people about their bad experience, so making sure you provide a good experience for your current and new volunteers is crucial for volunteer recruitment.



When considering word of mouth as a recruitment method, there are two easy routes to use:

### ***With customers***

Mention when serving on the till that your team are looking for more volunteers. Having a list available of the shifts and roles available can be useful during this conversation.

### ***With current volunteers***

Encourage current volunteers to 'bring a friend' to volunteer for a taster session. This provides a great opportunity for both parties to get to know each other better before committing to signing up to volunteer.

### **Top tip – spreading a positive message**

Keep in mind that people will only spread the message about volunteering if they have had a positive experience of your shop. A happy volunteer team or a customer who has had a good experience in the shop will be much more likely to recommend others to volunteer.

### **Creating partnerships with volunteer centres**

Your local Volunteer Centre can be useful in supporting you with the recruitment of volunteers. They will have information on where you can advertise your volunteering opportunities locally, and can tell you if they have any existing contacts that you could use. Certain Volunteer Centres hold events such as Volunteer Fairs and networking meetings that you can go along to promote your volunteering opportunities, and find out more about what is happening in your local area.

### **Top tips – building relationships**

- Keeping in regular contact with your volunteer centre can be the key to a more effective relationship.
- Invite someone from the Volunteer Centre to pop along to your shop to meet the volunteers and find out more about the role. This will give them a better understanding of the opportunity and can help them to refer suitable potential volunteers to you.

### **Engaging with local communities**

Building partnerships within your local community requires an initial investment of time, but once these relationships are established, they are a useful source of volunteers and are invaluable for raising the profile of your charity in the local community. Ensure that you reflect the local community in your materials, such as producing resources in Welsh if your shop is in a Welsh speaking town.

### **Local community groups**

There will be a large number of different community groups in your local area, examples include; libraries, health centres, religious groups and places of worship, community centres, special interest groups etc. Most of these community groups will have their own newsletter, so try approaching them to see if they can advertise your volunteering roles or display a poster. Going to visit the community group and asking to speak directly to their members about volunteering can be effective. This is a useful way to engage the public and make contact with people who may not come into the shop.

### **Top tip – ask your volunteers**

Your volunteers will be a rich source of knowledge for identifying these local community groups – they may even be aware of the newsletters available for you to advertise your volunteering opportunities in or have contacts within the groups that you can utilise.

### **Displaying posters**

In addition to the posters in your shop window, displaying posters in the community can be a good way to increase awareness that you are looking for volunteers. Think about the volunteer groups you might want to target and where they might see a poster. There are a number of places you could consider asking to display your poster, from supermarkets, coffee shop, to garden centres and hairdressers.



**Leaflet drops**

Leaflets can be left at some of the places already suggested. In addition, you could arrange for leaflets to be dropped through letterboxes in your local area. For the biggest impact, this is best done occasionally rather than on a regular basis.

**Local press and PR**

Making contact with the local newspaper to let them know that you are looking for volunteers may be beneficial. There are often opportunities to share volunteering stories in the local press, alongside an ask for new volunteers to join your team. Could one of your volunteers be a case study? This is a good way to get your volunteer recruitment message out to as wide a community as possible. Newspapers love a human-interest story!

**Schools, universities and colleges**

Setting up a talk or presentation at a local school, college or university is a great way of promoting your volunteer roles. It gives people the chance to ask questions about the roles and for you to let people know why they should come and volunteer for you.

**Top tip – tailor to motivations**

When talking to a group, ensure that you reflect their likely motivations in your presentation, for example, focus on skills development and CV building when talking to local schools.

Universities and colleges will often have volunteering and recruitment fairs that you can book a place at to talk to students about your volunteering opportunities. In addition, they may have volunteer recruitment websites that you can register your roles on.

It is worth noting that students are more likely to volunteer at the start of the academic year (September – October), and also during Student Volunteers Week (February), so it's best to start building the relationship with them before these months.

**Job Centre Plus**

You may wish to get in touch with your local Job Centre Plus to explore offering volunteering roles to the job seekers they are supporting. Your starting point will be to contact one of their Employment Advisors who will be able to talk you through the support they are able to offer you with your recruitment. Examples of the support they can provide are: job fairs, group information sessions where you can talk to groups of people about your volunteering opportunities, and advertising your roles on social media.



Resource 8 – Exercise in appendix

**Online advertising***Social media*

The use of social media to advertise volunteering opportunities is increasing in popularity. Using Instagram, Twitter, TikTok and Facebook to promote that you are looking for volunteers can be an effective recruitment method. Writing posts specifically about volunteering, as well as sharing pictures and videos showing the fun and rewarding experiences that your volunteers are having can help to generate interest in becoming a volunteer. Hopefully your shop is representative of the local community, and by showcasing the diversity of your volunteers is a great way to engage with the local community. A good place to start is to look at how other charities are using social media to recruit volunteers.

**Top tips – getting the most from social media**

- Learn about your audience – if you don't know who your audience is and who you are trying to appeal to, you will struggle to engage with them.
- Make your content authentic – get a volunteer to share their story and talk about the impact volunteering is having on them. You may need to get a waiver or release form signed by the volunteer.
- Have a clear 'call to action' in your posts.
- Use social media in conjunction with other 'offline' recruitment methods to get a cohesive message across to potential volunteers.

### Websites

Making use of local websites is a good way to get your volunteer roles out to a larger audience and to people that may not naturally be searching for volunteer roles. There are local websites where it is free to advertise your volunteer roles e.g. Gumtree. There are a number of brokerage websites who will advertise your roles for free, including Do-it.org, Indeed, and your local Volunteer Centre may also have a website for advertising volunteering opportunities.

University and college websites are also a great way to advertise roles. A lot of students are customers and it's important to make sure you are targeting this group. You can also signpost student volunteers to their local shop where they live so when they go home for the summer or term breaks they can continue to volunteer.

## Planning your recruitment activities

Now you understand the gaps in your team, your target volunteer groups, and some of the recruitment activities available to you, you are able to put together a plan of your recruitment activities.



Resource 9 – Exercise in appendix



Resource 10 – Exercise in appendix

### Top tip – follow up enquiries

Make sure that you follow up every enquiry you receive about volunteering in a timely manner, from those who come into the shop, leave you a telephone message or send you an email. It sounds simple, but makes a real difference. If you keep potential volunteers waiting, they may choose to give their time to another charity. Aim to respond / follow up to all enquiries within 24 hours.

## Monitoring your recruitment activities

Given the investment that you are putting into recruiting new volunteers, it is important to understand what has worked well, and what has not been as successful. This will help you to build up a picture of the recruitment activities that work for your shop and for your specific target volunteer groups. Can you analyse where your volunteer recruitment has been most successful? If you are advertising online then you may be able to track how well those adverts have done for you. You can also ask your new volunteers when they join, where did they see the advert and why did they want to volunteer in your shop.



Resource 11 – Exercise in appendix

Keeping these records will help you to plan for future volunteer recruitment campaigns, and will ensure that all of the knowledge you have built up about the local community is kept in the shop for future reference.



## Selecting volunteers

Once you've received interest from a potential new volunteer, it is considered best practice that you carry out an informal volunteering discussion and a taster session if practical. For some volunteers, like refugees, who may not be able to provide a reference, you could consider using a taster session as a way to fulfil that element of the process. However, make sure that you check with your organisation's policies and procedures.

This is a two-way process whereby the potential volunteer receives enough information to decide whether they would like to volunteer in your shop, and you to find out enough about them to decide if you would like them to join your team.

### Planning for the informal volunteering discussion

Preparing and planning for the informal volunteering discussion enables you to ensure that you and the volunteer get the most out of the conversation. There are some key areas to plan in advance of the discussion:

- **Environment:** Ensure that you have a suitable space available for your informal discussion. Do you have a space available in the back of the shop you can use? Or perhaps consider going to a local coffee shop? It is important that you have time scheduled (approx. 30 minutes), free from interruptions to spend with the potential volunteer.
- **Discussion questions:** Ensuring that the volunteer recruitment process is fair, equitable and consistent is important. Refer to your recruitment policies for further information. Preparing some questions in advance helps you to get the most out of your discussion. These are some questions you could consider using:
  - ·Why would you like to give your time to our charity?
  - ·What are you hoping to get out of your volunteering?
  - ·What skills do you have that you can bring to our volunteer team?
  - ·Tell me about any previous retail or volunteering experience you've had
  - ·Tell me about your hobbies and interests
  - ·What is your availability to volunteer?
  - ·Where did you hear about volunteering in our shop?
  - ·Is there anything we can do to support you in your volunteering?
- **Preparation:** Preparation is vital to the success of an informal discussion. It is important that you have an overview of the individual, so make sure you have read their application form before you meet. This will help you to think about any additional questions you may wish to ask the potential volunteer, or information contained on the form that requires further clarification.

### Conducting the informal volunteering discussion

- **Setting the scene:** It is key to build a rapport with the potential volunteer to make them feel welcome and comfortable e.g. offer them a drink and explain what you will be talking about and what they can expect. The discussion will be informal in nature and it gives the individual a chance to find out more about your shop and the volunteer role they are interested in, and you an opportunity to find out more about them, and the skills and experience that they can bring to your shop.

## Top tip – first impressions

First impressions are important – you only get one chance to make a good first impression. Throughout the discussion, the potential volunteer will also be considering if your shop is the right place for them.

- **About the potential volunteer:** Spend time getting to know the potential volunteer. Talk about their motivation for volunteering and what they are hoping to get out of their volunteering. Ask them about their skills, experience, hobbies, interests and availability. You may wish to make some brief notes during your discussion so that you have a record to refer back to.
- **About the volunteer role:** Talk to the individual about the volunteer role they are interested in – use the volunteer role description to form the basis of this discussion. Speaking about the role at this stage helps you to manage expectations; what you are looking for in a volunteer, and what the role looks like.

- **Next steps and questions:** At the end of the informal discussion, inform the potential volunteer what will happen next. It is useful to explain the induction, training and support they can expect to receive if the volunteering goes ahead. Let them know when you will get back to them with the outcome of the informal discussion. Make sure you offer the opportunity for them to ask you any questions they may have about becoming a volunteer. When they are leaving, thank them for coming along to meet with you.

### Top tip – offer taster sessions

You could combine the informal volunteering discussion with a taster session in the shop. This will give the potential volunteer an opportunity to meet other volunteers in the team, and to try some of the roles within the shop. An existing volunteer in the shop can help support the taster session by buddying up with the potential volunteer. Have a couple of tasks ready for the volunteer to try out as part of their taster, one back of house (sorting) and one front of house (helping customers, restocking). Buddy them up with an experienced volunteer so that they can give you feedback on how the session went. This also gives the applicant the chance to get to know another volunteer and ask them any questions they might have.

### After the informal volunteering discussion

After the informal discussion, take time to think about whether you would like to offer the potential volunteer a role within your team.

### ? Key questions to consider...

- Does the volunteer have the skills and experience you are looking for?
- Does the volunteer's availability match with the rota gaps you have available?
- Do you have a role available that's a good match to the volunteer's skills and that meets their motivation for volunteering?
- Will the volunteer fit in with other members of the team?

It is great if you have found a volunteer for your team, however, it is important to acknowledge that there may be times where you may decide not to offer an individual a volunteer role. Don't feel afraid to say no to a potential volunteer, if following the informal discussion, you feel they aren't right for the role or for the charity – the whole point of the recruitment process is that you are finding the right people for the right roles. For those who are unsuccessful in securing a role in your shop, you may wish to signpost them towards other volunteering opportunities in the charity, or refer them to the local Volunteer Centre to support them with finding an alternative volunteering placement.

### Top tip – protecting your reputation

Get in touch with the potential volunteer as soon as possible to let them know the outcome of the discussion. It is important that you make contact with both those who have been successful and unsuccessful for a volunteering role within your shop. Respecting that someone has offered to give their time to you, and getting back to them with your decision is key to protecting the reputation of your charity.

### Links between recruitment and retention

It is worth keeping in mind the links between recruitment and retention of your volunteers. There is no point in being good at recruitment if you cannot keep volunteers, so the retention of volunteers goes hand in hand with your recruitment plan.