

With this manual we will try to clarify the meaning of volunteering, volunteering guidelines and volunteering management, with the aim of applying sports volunteering.

## HANDBOOK FOR VOLUNTEER SPORTS AMBASSADORS

SYA PROJECT

RIJEKA SPORTS ASSOCIATION FOR PERSONS  
WITH DISABILITIES

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## INTRODUCTION

Dear sports ambassadors, volunteers and future volunteers and all of you involved or interested in this project which is important to promote volunteering, so this guideline has been found in your hands.

We want you to use this manual as a reliable guide in establishing and enhancing volunteering programs in your organization and in your community.

In the manual we address primarily the organizers of volunteering and volunteer coordinators, i.e. persons who are interested in the development of voluntary schemes within their organisations.

In the manual you will come across a lot of reasons why to involve volunteers, but also why you volunteer. With all that, we'd like to look back on another important thing.

In today's fast way of life, in which we often run, we leave out many important things and often in that hurry we do not "see" ourselves. Engaging volunteers and working with them in a way we recommend in the manual will "force" us to pause a little, to tell the volunteer thanks, to say thank you for separating the piece of their life for our mission, to look them in the eye and say welcome, good day or goodbye. These all situations that can inspire us to slow down and see more and hear as human beings. We believe that is necessary for all of us.

Different research, but also our experiences show that despite the hectic times, there is a much larger number of interested volunteers and citizens who want to volunteer than there are volunteer jobs and organisations involving volunteers. This information tells us that people are becoming more active, that they increasingly recognize their needs, other than material and existential, and that volunteering can be seen as positive and an important activity.

The manual is written in easy and understandable way. The intention was to make the language and style of the writing closer to the reader. We believe that you will like it and that it will help you to become a super sports organizer and volunteer coordinator and that you will have super-quality in sport volunteer projects.

## 1. INTRODUCTION TO THE VOLUNTEER WORLD



The purpose of this chapter is:

- Provide insight into the underlying terms, values and volunteering, features and volunteers
- Awareness of people motivation for volunteering
- Show types of volunteering and the importance of their distinction through a brief view
- Research on volunteering and volunteers

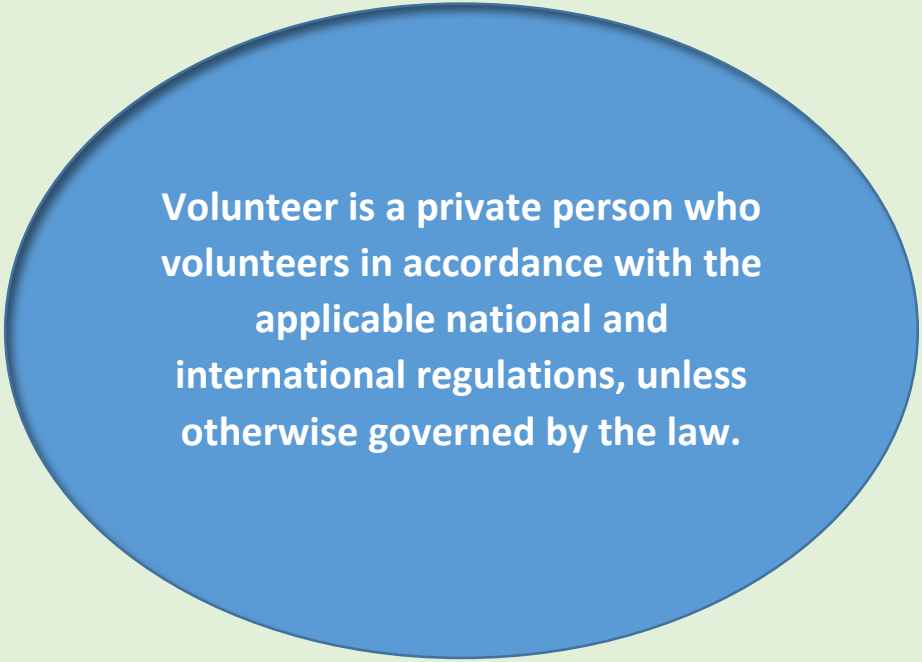
A good way to search the essence of "volunteering" and "volunteers" is to look back. One of the fundamental questions that should be taken into account is certainly: "since when is volunteering?". Volunteering is one of the natural human resources and we can say it exists since the beginning of humanity. Natural aspiration of people is to promote themselves and their communities and to help each other. It has always existed in different informal and half-formal shapes.

In this respect, it is important to mention the Service Civil International (SCI), the International peace movement dedicated to peacebuilding and fostering Volunteering. The SCI was created after the First World War, and the founder Was Pierre Cérésolle, the famous Swiss a pacifist and activist.

The definition of volunteering also deals with science. Although most experts, agrees on the general ideas that define the term Volunteering, some consider there is no clear definition of volunteering, which is a concept that is socially and culturally conditioned. And it can mean different things to different people, depending on their cultural, political and social worldview. Volunteering, as defined and identified in our practice, mostly relies on so-called constructions of "doing good" and giving community. According to the modern worldview, volunteering doesn't just mean give their resources (time, energy...). Without financial compensation, this engagement also implies a sense of altruism and service to community. Volunteering in the literature is described as one of the key social determiner of civil society, i.e. civic virtue contributing to the community development, builds a sense of solidarity, contributes to building social and human potential and initiates changes in society.

It also helps to look for a legal definition of volunteering, which needs to be the voluntary programme implemented by the organisation **in line with the law of the country** where volunteering is carried out.

**Volunteering is defined** as a voluntary investment of personal time, effort, knowledge and skills that perform services or activities for the benefit of another person or for the common benefit, and a person in accordance with the law of his country, without the existence of a payment and without a financial reward for volunteering.

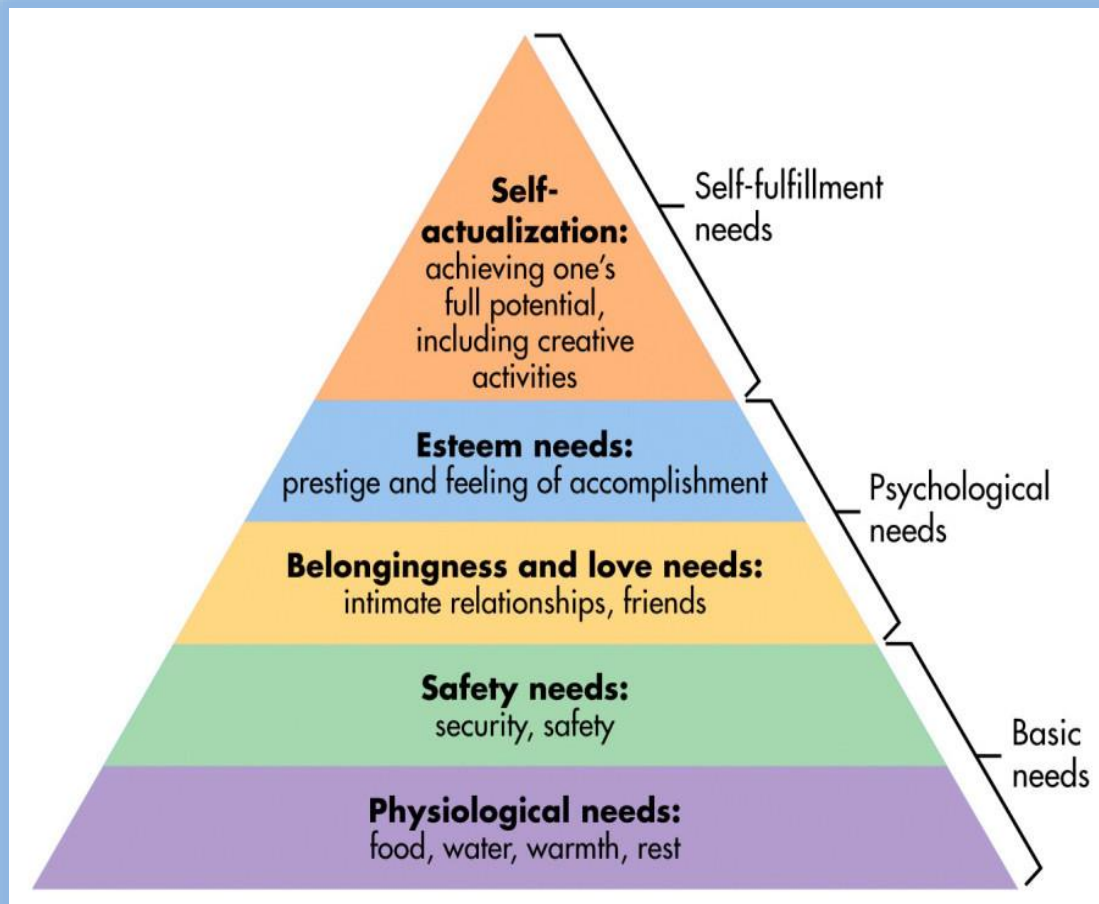


**Volunteer is a private person who volunteers in accordance with the applicable national and international regulations, unless otherwise governed by the law.**

## 2. MOTIVATION FOR VOLUNTEERING

The next important issue to deal with is "what motivates people to volunteer?". We are wondering, in fact, why in a consumer society marked by materialism, with deep-rooted ideas such as; "time is money" or "greed is good", such a big number of people decide give their time to others, deal with the common good, and the way they don't ask for salary for it. In other words, why people choose to work for free. While looking for an answer to the question of what motivates human beings to behave so, in a certain way very quickly we come to the question of human needs. If we ask ourselves what needs people satisfy with volunteering, the thing is slowly starting to straighten out. Especially if we call in help Abraham Maslow, a classic of modern psychology, and his theory of Hierarchy of needs.

We can look on the theory of the hierarchy of needs, Abraham Maslow, the classics of modern psychology:



This pyramid approaches the idea that all of us, as humans, are very similar in the types of needs we have, although the ways are sometimes drastically different. If Maslow's theory joins a functional approach to the volunteering of Gil Clarya and Mark Snyder, who claim that people can do the same things to meet different needs, we come to a possible answer to the question of why we volunteer. We volunteer because volunteering allows us to perform one relatively simple activity, we respond to a wide range of different needs. Volunteering won't put the roof above the head, but can strengthen the feeling of security through raising ability to take care of yourself by activating your skills and talents. It will not replace the love of the immediate family, but it can create strong connections and real relationships with the people you surround yourself with. It will not replace the formal education, but it can bring you respect and recognition of the community work and effort. And so it can help you, step by step, the state of self-actualization in which you use your full potential, live purposeful and



breathe with the full lungs. If we look deeper into individual reasons and motives for volunteering, we can see that there are really many. There are a very different reasons for volunteering.



It is essential that as an organiser of voluntary work you think about **with what motivation volunteer comes to you** and does **the volunteering position you offer him satisfies those motives**, and if it can lead to the results that a volunteer expects.

If from a social perspective we look at the levels of a consequences and results of volunteering, a **number of motivations for volunteering we can divide into three categories:**

- ✚ **Meeting personal needs and development** – detecting and developing their own potential, learning new knowledge and acquiring different skills, teamwork, acceptance of accountability, sense of usability, development their own values, introducing and accepting diversity and other culture, meeting and connecting with other people, acquiring friendship.
- ✚ **Respond to specific community problems and help others–** Assistance to people from flooded areas, support to asylum seekers and homeless persons, to edit the abandoned park on the block, help with learning children without proper parental care...
- ✚ **Launching positive social change and social development overall** – contributing to the general democratisation through the practice of free citizens ' associations and strengthening civil society,



developing culture and innovation and preservation of cultural heritage and promoting other cultures, peacebuilding and culture of non-violence...

The above-mentioned motives and consequences are often intertwined and their intertwining results in the highest value of volunteering: self-building, helping others and contributing to solving specific problems in the community, makes it easy for us to connect with ourselves and result on personal growth. Let's conclude: **volunteering responds to the human needs** of different level as it offers a **meaningful, personal and socially useful way behaviour** that propels us to achieve goal we strive for.

Our main goal is to build a better society of the future, where strong individuals build healthy communities. This is best to achieved by **promoting sports culture, physical activity and healthy lifestyle.**

### Sports volunteering of young people

Inclusion of young people into sports volunteering enables them to have a healthy and stimulating environment for the development of prosocial forms of behaviour and social inclusion of children and young people in society, and cooperation with volunteer organizers influences the development of social (especially leadership) skills of young people.

Inclusion and activation of youth into volunteer sports activities and competitions promotes sport among young people and encourages them to engage in volunteer activities and the establishment of new volunteer's organization. By highlighting the importance of volunteering of young people in sports and promoting volunteering as the value of modern society, and non-athletic students are involved in sport.

By volunteering risk-taking behaviours in young people are reduced (alcohol dependence, drugs, risky sexual behaviour, internet addiction and gaming addiction) Young people are offered the opportunity to socialize, meet new sports and engage in sports. Active sporting volunteering encourages young people to change their lifestyles in the long term by increasing their physical activity and adopting healthier eating habits.

When young volunteers are involved in sports activities for people with disabilities and children with disabilities, they develop a sensibility for people with disabilities and their specific needs.

In this way young volunteers learn that we are all different depending on the anthropological features. Volunteers learn about tolerance, different approach to sports work, reduce personal prejudices to people with a certain type of physical or mental disability.

Through sporting activities for people /children with disabilities, volunteers are educating about the values of the Paralympic movement, Paralympic sports, disability issues, communication and access to disabled people. Volunteers learn about improvisation and design of sports activities for children / people with and without disabilities.

Finally, to mention volunteering in sports for people with disabilities, it gives everyone joy, new experiences and acceptance in society.

### 3. TYPES OF VOLUNTEERING


Knowing the different types of volunteering is important for several reasons:

Organisation makes it more attentive to the related (legal) responsibilities and obligations, encourages openness to different needs volunteers and volunteer programmes, and to unravelling the imagination of persons to potential innovative exploits in the organisation volunteering.


The volunteering area is very dynamic and continuous development, so divisions and categorisations that follow an open mind. In literature and practice it is possible to find divisions with regard to different criteria and contexts: the duration of volunteering, the persons involved (volunteers, volunteer organisers), the environment in which is the volunteering, etc. We will not be mistaken if we say that nowadays volunteering is a ubiquitous phenomenon that occurs in all environments, realistic and virtual, and can include almost all people.

Criteria	Types of volunteering
How long does it take volunteering?	<ul style="list-style-type: none"> <li>+ <b>Short term volunteering</b> - which the volunteer performs once or periodically for a limited period of time</li> <li>+ <b>Long term volunteering</b> - which the volunteer performs regularly and continuously, on a weekly basis for a period of at least three months continuously</li> </ul>
The environment and context in which is volunteering	<ul style="list-style-type: none"> <li>+ <b>Local volunteering</b> (implies work in his own local community, most commonly with users. /<b>International volunteering</b> (volunteering beyond borders of his own states)</li> <li>+ Volunteering in <b>the real / virtual world</b> (online volunteering through modern technologies such as social networks and online applications. Online volunteer jobs can include translation, proofreading, online mentoring etc).</li> <li>+ Volunteering in crisis situations</li> </ul>
Who are the volunteers?	<ul style="list-style-type: none"> <li>+ <b>Traditional volunteering</b></li> <li>+ <b>Volunteering for children and youth</b>-The inclusion of children and youth as volunteers seeks to develop the idea and value of voluntary work and active citizenship. Children under the age of 15 can only be included in the education volunteering, which implies the exercise of educational voluntary activities as activities aimed at the common good and for volunteering. The ultimate purpose of this volunteering is education and contributing to the development and socialization of the child. As volunteers require a higher level of protection, the organiser of the volunteering should be followed by some additional rules.</li> <li>+ <b>Inclusive volunteering</b> - The purpose of inclusive volunteering is to increase the involvement of vulnerable (such as children with behavioural problems, people with disabilities, homeless, elderly, unemployed) and enable them to volunteer/participate actively in the in society. Volunteer organizers should pay attention to <b>insurance equal voluntary conditions for so-called vulnerable groups</b>, with particular emphasis on involving members socially excluded groups of the population, with</li> </ul>

the aim of their own inclusion in society and social empowerment.

 **Volunteering employees** (corporate volunteering)- volunteer engagement an employee of a company taking part in time / or work organization of the company. In addition, he is also associated with socially responsible business, corporate citizenship and pro bono services. Activities by volunteers from the business sector are diverse and can include: help managing / guiding through employee, involvement in the governing boards of non-profit organizations; sending a certain employee organization to work on a particular project where needed his professional skills; mentoring young people and people at risk of social exclusion; joint volunteering as a form of team building; volunteer club employees and other forms of volunteering. Companies can support their employees in volunteering and in other ways, for example through free hours / days .

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## Duration volunteering

The time the volunteer decides to dedicate to the organisation is one of the fundamental characteristics that determine the relationship between the organisation and the volunteers, level and legally. One of the most important differences the law provides for long-term volunteering in relation to the short-term obligation of the volunteer organizer to conclude a volunteering agreement in writing, which in short term volunteering, for example, in voluntary action, is not necessary.

The environment and context in which volunteers.

Volunteering significantly defines the environment and context in which the activity geographic (locally in relation to international volunteering), realistic or virtual environment (classic or online volunteering) or an environment that determines the urgency of the situation.

## 4. VOLUNTEER MANAGEMENT - INTRODUCTION

The intent of this chapter is:

- ✚ clarify the term and role volunteer organizers
- ✚ to introduce you to the terms volunteer management and volunteer program
- ✚ give introduction to the cycle volunteer management



**Volunteer management** is the process of maximum use available resources to create new value for the organization and users through the involvement of volunteers in the work of the organization.

Volunteer management is carried out by the volunteer organizer, respectively a non-profit organization that includes volunteers in their work.

Organizer of volunteering may be an association, foundations, institutions and any other legal person in which founder act is established that the purpose of their organization is not gaining profit (non-profit legal entity). The law also emphasizes that the organizer of volunteering determines the need for volunteer involvement, type of activity, i.e. service and way and the procedures for providing such services on the basis of volunteering programs.

**Volunteer program = volunteer involvement and action inside organisations.**

We see the volunteer program as a common name for everyone volunteer activities and projects implemented within the organization - from direct work with users to volunteering in the management organization bodies. A volunteer program implies a set of volunteer's activities and jobs that are being carried out with the intent to improve and help in implementing organization's mission.

People responsible for **volunteer management** are called co-ordinators volunteers or volunteers program leaders. In this handbook continue to use the term volunteer coordinator. At the heart of job descriptions volunteer coordinator is to take care of all people and related processes with a volunteer program - that is, to be a manager. Through this manual, will become clearer responsibilities and the duties of **Volunteer Sport Ambassadors**.

## 5. VOLUNTEER MANAGEMENT CYCLE

Through decades of practice, various domestic and foreign organizations made is a model for quality leadership of the volunteer program, which we call the volunteer management cycle. It covers all processes needed for quality work with volunteers – from preparing the foundations of a voluntary programme and planning phases to the evaluation and rewarding volunteers.



The volunteers' management phases are the same in each volunteer programme, but of course the workload is largely varies depending on the number of volunteers you include and the jobs that volunteers perform. For simpler volunteer programs, for example, occasionally organizes voluntary action, the steps and phases are implemented partially and in a much simpler way.

Presentation of the volunteer management cycle:



Volunteer Management steps:

0. Preparing the foundations for the development of the volunteer programme
1. Planning a voluntary programme
2. Creating job descriptions for volunteers
3. Finding volunteers
4. Selection of volunteers
5. Inclusion and education
6. Supervision and evaluation of volunteers

7. Evaluation of the volunteer programme

8. Valuing and rewarding volunteers

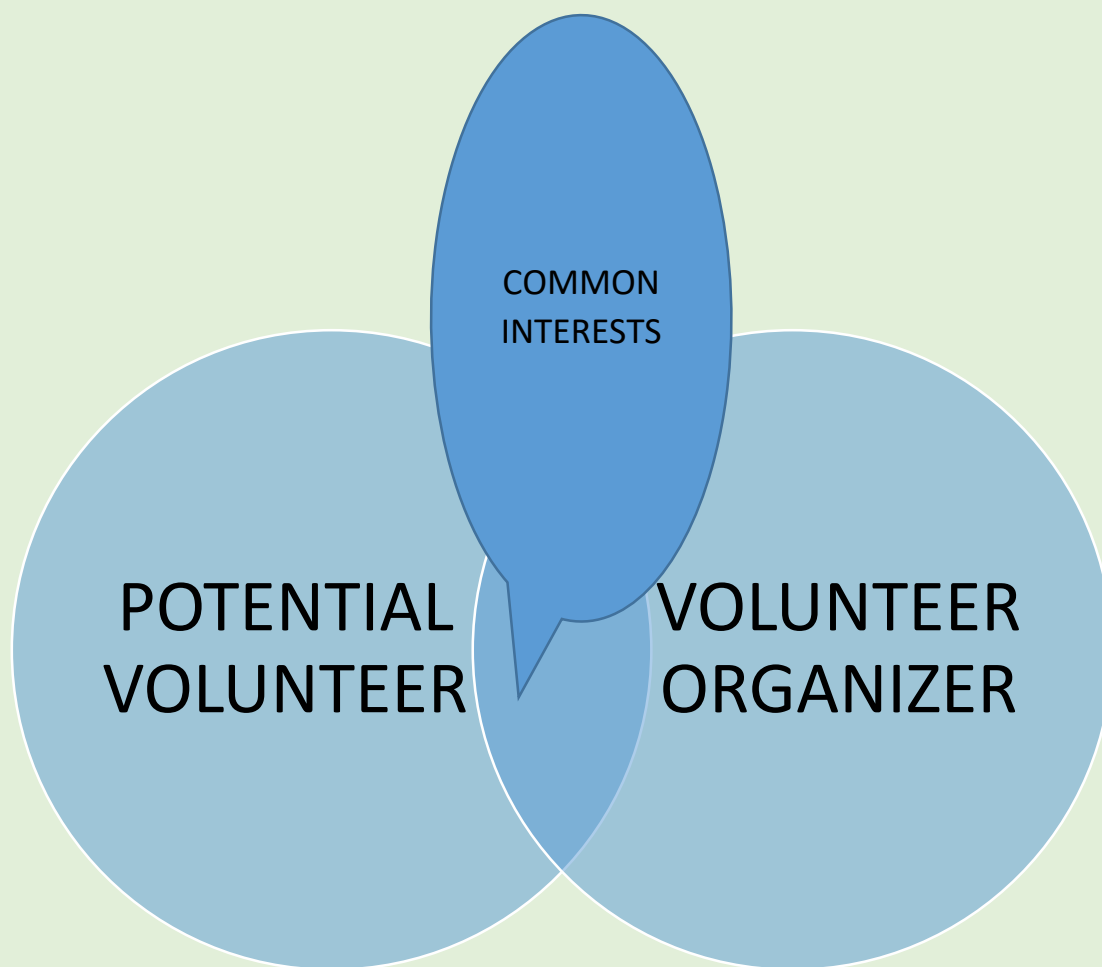
## 6. PREPARING FOUNDATION FOR DEVELOPMENT VOLUNTEER PROGRAM

The most important precondition for a good quality volunteer program is willingness and openness of your organization to engage volunteers and understanding volunteering as a process from which benefits both-volunteers and organizations.

When you think about involving a volunteer in your work, it is important to lead the strategy, mission and vision of the organization and see the volunteers as an additional force in their fulfilment. In that context, the first and most important step is leadership level and other key employees to agree and clearly define the reasons, the goals and the need for inclusion volunteers into the work of the organization. When you know why involving volunteers, it is necessary to analyse the situation inside and outside organizations to better assess opportunities, obstacles and restrictions on the development of a volunteer program. For example, it is necessary to assess the level of workload of their employees and their capacity to work with volunteers to decide whether to start a simple one or a more extensive volunteer program. Also, the scope of the volunteer programs determines financial and material resources.

Detailed analyses and needs for each volunteer position will be elaborated when making individual job descriptions for volunteers. Only when you define your own needs you will know what to do with your future volunteers and what you can offer them. The interest of the organization to introduce a volunteer program will determine the motivation for the continuation work and development of the program. It will also determine the content of all further steps in the management volunteers, from designing concrete volunteer positions through the choice of volunteers to the mutual (non) satisfaction with the achieved results.

The area you will be orienting is where your interest's overlap with the interests of potential volunteers:



## 7. THE ROLE OF VOOLONTEER COORDINATORS

The volunteer coordinator is the most responsible person for the implementation of the volunteer program and his role is to take care of all people and processes related to a volunteer program. If your organization has a simpler volunteer program, the volunteer coordinator can do all the work in the program. However, if the organization carries out a more complex volunteer program, then it is certainly necessary to appoint more people to work with volunteers, especially in the part of the supervision because it is logical that the volunteer supervisor be a person at the same project as the volunteer, the person with whom he will communicate regularly and who will mentor him in the work.

Volunteer coordinator should have good communication skills, but also interest and a tendency towards the development of managerial skills from which we highlight skills delegating tasks. One of the basic things that a volunteer coordinator, and everyone else involved need to be aware is - there are different roles in the organization and often one person has several different roles.



## 8. VOLUNTARY LAWS

When setting the foundation for a volunteer, organizer of volunteering must be familiar with the provisions of the Law on volunteering.

The Act on volunteering is primarily in order to make volunteers and organizers volunteering gave the appropriate legal status, but immediately afterwards clarify the basic rights and obligations that this status encompasses. Because volunteering is not without obligation - by accepting volunteering volunteers assume the responsibility to take over and accept the volunteer organizer takes responsibility to ensure them at least minimal conditions for quality work.

## 9. PLANNING VOLUNTEER PROGRAM

Action plan with previously defined goals for development volunteer program includes the following elements:



The task of the volunteer coordinator is making a detailed plan of activities for the development of a volunteer program. After determination goals and purposes of the volunteer program, further elaboration of individual activities will lead to achievement of the goals.

As you make your plan and work out, we recommend you ask yourself and you have in mind the following:

- ✚ What is the purpose of the task?
- ✚ Which activities would contribute most to achieving the goals?
- ✚ What is the expected outcome? When you complete the task, what will be achieved, what consequences and outcomes will the activity bring out?
- ✚ Specify the deadline for carrying out the activity. Who do you have available and who will do what? Who is good for which job? Think about resources and limitations: What you have to achieve a specific task (materials, budget, equipment, people, information ...)?
- ✚ What are you still needed and what else can you get from the required resources?

In your plan, you can add some more items if you estimate what is needed. The action plan is a living document that is a guideline and guides you on your path of developing a volunteer program.

## 10. DESCRIPTION OF TASKS FOR VOLUNTEERS

The job description stage is an opportunity for a deeper understanding of the volunteer positions and roles of volunteers in your organization as well as their roles in the community. Then consider more in detail the reasons, needs and goals of the position and what all you need to prepare for volunteer work at this site.

List the tasks for volunteers to perform and how much you want to give them responsibilities, which profile of the person you need and which competences a person can acquire through this volunteer position, as well as other relevant features associated with position. The more specific information the volunteers receive in advance through the quality job description, it will be more motivated to be a volunteer engagement in your organization.

Volunteers should not replace employed staff of organization.

**A good job description for a volunteer consists of the following elements which we consider key to long-term volunteering in your organizations:**

- + **Title:** Precise but also creative; can contribute to a sense of volunteer identity in your organization; a volunteer is not the name of a position, but it can be part of the name.
- + **Place and period / time of volunteering:** work at home, in office, on "field", etc., number of hours, volunteering time, flexibility of position.
- + **Objectives and impact of work:** explains the general objectives and the purpose of the volunteer position. This part is very important for volunteers to see more clearly the impact of their work on users and the community.
- + **Content of work and responsibilities:** a list of individual activities that volunteer will be perform and level of responsibility
- + **Required knowledge, skills, experience and qualifications:** a clear and concise profile of the volunteer with the necessary and desirable competencies and qualifications.
- + **Wellbeing for volunteers** - what would be the benefit for the volunteer have during volunteering (material and non-material benefits: opportunity to participate in education, development different competencies, use of the association's office, parking space, etc.).



- ✚ **Work and education plan:** how to prepare and introduce a volunteer in the job and what kind of education will be attend.
- ✚ **Supervision and evaluation work:** who follows and supports volunteers in their work, ways reporting and ways of assessing the results achieved.
- ✚ **Date:** enter the date because the position will be periodically updated and revised.

In addition to the above job description elements, your organization can definitely add some other elements with regard to their own specifics.

In some organizations, especially in organizations that work with sensitive one's groups, there is a certain level of risky situations. It is very important to think in advance if there are some risky situations in your organization and, if there are, how can you minimize or remove them. If there are such situations for volunteers, certainly they should be written in a job description and in the volunteering agreement and to define the procedure for their resolution.

What we still recommend that you include in the job description for volunteers is information to what extent a volunteer works independently or in a team.

Once you create a job description, it becomes a stable component in your volunteer program, but it is certainly advisable to allow it changes during volunteering in accordance with possible changes in needs organizations and users, but also the volunteer who will be going through volunteering to develop certain skills or acquire some new ones.

In the revision process of the current job descriptions it is very important to include volunteers about whose affairs the word is, because you will additionally motivate them in this way to contribute to the sense of belonging to your organization, to show them that you appreciate it their opinion, but also to confirm their right to participate in decision-making.

## 11. FINDING VOLUNTEERS

When you searching for a volunteer, you make a step out of your organization's circle and your team to turn to the wider environment and invite it to inclusion. By sending a call to new people you launch a process that can empower your team, open up to community and new experience.



To clearly present yourself and your needs, first come back to the description work and think about a few key questions:

- ✚ What kind of profile responds to the volunteer position we opened in our organization?
- ✚ Where do we find the easiest way to meet or find such people? Which communication are the channels available to us?
- ✚ How do they turn to be involved in our work?
- ✚ How many volunteers need and for how long?
- ✚ How much time can we allocate for selection?

The basic idea of guiding the volunteer process should be: how to get real volunteers for a specific volunteer position in organization? To find the most efficient method of finding a quality volunteers in the fastest possible time.

When you go to find a volunteer you need to move your perspective from thinking about the task to thinking about the person to whom you will entrust it. Focusing on the capabilities you are looking for will help you make it easier answer the question where you will find people with these abilities. One of the reasons why finding a volunteer is important to the success of a volunteer program is also the fact that we are looking for a great deal of ways determines what we will find. So when choosing the method of finding,

keep in mind the nature and requirements of a volunteer position. Pay particular attention to the durability of the relationship you want. You will not apply the same method when seeking a one - time volunteer action as well as when you want a person who will volunteer for you for a long time.

Methods of finding volunteers and related communication techniques we can show as follows:

METHOD OF SEARCHING FOR VOLUNTEERS	COMMUNICATION TECHNOLOGY APPLIED FOR	APPLIED FOR:
Wide method of finding it is appropriate for situations if you need a large number of a volunteers and a wide range of skills on relatively short time	Using mass media (traditional and digital, today especially social networks and applications); the organization's website; printed materials (leaflets, posters ...); school volunteer clubs ...	One-time volunteer actions; sports events; film festivals ...
Targeted finding method is appropriate for situations in which you know exactly what knowledge, skills and the views you want to get from volunteers.	Lectures, posters and leaflets in education institutions specializing in relevant topic; professional journals and magazines; lectures in vocational organizations ...	Long-term volunteering positions in specific projects / programs
Finding volunteers by personal search through acquaintances - this method is applicable in the situations you are looking for verified person and you want to get it a person by recommendation	Getting to know team members and related ones a person with the fact that they are looking for volunteers and with the job they will perform, with the request of that transferred the information further and recommended reliable people.	Membership in the management bodies of the association; work with particularly sensitive customers

## Call for future volunteers

A quality message for volunteers is creative and designed to deliver information about your needs for volunteers.

The message has the following functions:

- + Provide basic insight into the area the organization deals with, but to put the emphasis on the specific need that the volunteer will answer, not to the organization
- + to know what you offer to a volunteer (through work and organization), and so do not forget to point out the change that volunteering will initiate
- + describe what you expect from a volunteer (availability, special competence).

When composing a volunteer message, format a volunteering ad - the message will catch the attention of potential volunteers, and the ad will give them more information about you and your position. The ad must be stylishly tailored to the target group and the selected channel of communication, give a clear picture of the job that the volunteer will perform and clarify the way of submitting apply (from simple sending e-mail to apply through the base of the volunteer centre). Do not forget to give direct contact of organization, for any additional questions.

Just put the **key information in a volunteering advertisement**, do not overwhelm it.

## Application form for volunteers

With a volunteer message it is a very useful tool that will help you to compress and the structuring of information on registered applicants is a volunteer application form (some are called by the application form, the initial questionnaire, the reception form and so on). Typical data such as names are usually included in the application form and surname, date of birth, education and work experience, but they can also request specific information about expectations and motivation to apply for a particular volunteer position and availability. If you want to get a wider picture of potential volunteers, you can go to the application form, add an initial questionnaire on skills and interests, about a short checklist in which a



volunteer indicates types of jobs and areas work that interests him with the skills he wants to offer.

And finally - **do not forget to answer**, at least a short answer, to each the person who responded to your call. And a negative answer is the answer, you will not be left in good memory if people submitted a request for volunteering but never got the answer.

## 12. SELECTION OF VOLONTEER (A RIGHT VOLUNTEER FOR THE RIGHT ORGANIZATION)



Once you have successfully created and advertise volunteer positions, started coming the reports of your potential volunteers. Depending on what a volunteer position is about, there will be a certain number of volunteers interested in volunteering in your organization. Even though you will probably want to include many, you will not want to include all of them - at least not to a volunteer position. You have to choose a volunteers that best suit to a job descriptions and user needs, or the activities you intend to implement.



The number and profile of volunteers who will sign up for your ad will depend on many factors, but the key starting point for selection will be the type of activity, which will depend on the level and complexity of the selection itself.

So, the complexity and demanding of a volunteer position is greater, it is more complex selection level. With a job description good selection has another key starting point: organizational values. In other words, you want choose "real" volunteers because:

- ✚ you want to ensure that the volunteers you choose with your skills, knowledge, but also personal characteristics are well suited to activities that spending
- ✚ You want selected volunteers with their values, behavior and communication well suited to the values it promotes organization.

The last important factor you have to consider when selecting is legal restrictions:

- ✚ constraints when volunteers are members of vulnerable groups (children, people with disabilities, elderly people and children) the disabled, the sick and the person totally or partially deprived business abilities), volunteering for them is not allowed in direct contact with people who are punished for the offenses by the law.
- ✚ constraints with regard to volunteer characteristics – before engage in volunteering, minors and people with limited or no involvement business abilities have to obtain legal approval representative.



Some volunteer organizers working with vulnerable groups have a practice that volunteers are asked to make medical confirmation before the beginning of volunteering for insurance that they do not suffer from mental illness and / or contagious diseases, addiction.

Those volunteers that you will not select specifically state the reasons rejection. Explain a person for which its features do not match position or organization, and be careful not to condemn the whole person as well "Someone who does not". Volunteers who do not meet the requirements of the position they are applying for, they probably have a lot of potential that can be utilized in others activities of your organization (or other organizations that are yours) and you can offer them another engagement that will be better solution for you and them.

Guidelines for a selection interview with a volunteer:

- ✚ Ensure that a potential volunteer feels comfortable, take enough time and secure unhindered space for conversation.
- ✚ Maybe it sounds funny, but introduce yourself to a volunteer (sometimes and good volunteer coordinators forget about it ), tell him what your role is in organization. Introduce the volunteer briefly to your organization.
- ✚ Inform the volunteer about how long the talk will last, which one is purpose and about which topics to discuss.
- ✚ Give the volunteer a chance to play and tell what motivated him to sign up for the ad.
- ✚ Describe the volunteer's position and volunteering activities and make it clear to him to know which job requirements (in relation to time, space, users).
- ✚ Ask your volunteers to evaluate their resources with regard to volunteering position. Encourage him to list his advantages but also the obstacles to good job performance.
- ✚ Make sure if the volunteer needs additional information on the volunteer position and did he understand what his tasks were.
- ✚ Tell him about further steps in the volunteer selection procedure.
- ✚ - OR ... refuse a potential volunteer clearly by stating the reasons for the rejection.



If you have asked the volunteer for any additional documentation in the application process (application form, CV, motivation letter or recommendation), use it when selecting.

The fact that you have received the complete requested documentation from some of the applicants, and some do not, will be used for pre-selection. If your selection is important, you must meet live with a narrow circle of people reporting and evaluate their behavior in front of a large number of people, organize group interview. Not only will you save the time you would spend on conducting individual conversations, but you will be given the opportunity to see potential volunteers interact with other people.

### 13. INCLUSION AND EDUCATION OF VOLUNTEERS - FIRST JOINT STEPS AND LEARNING

After the volunteer selection, follow one longer time of period with a series of activities: **concern about the implementation of activities and the development of volunteers.** Under that we mean the entire process of

volunteer management, from engaging in organization and education needed to perform volunteer tasks to the supervision and evaluation of volunteers. In order to have a group worthy volunteers who will perform the job well enough to invest continuously and to take care of their welfare and development.

This chapter deals with the involvement, training and education of volunteers for their most efficient introduction into business and fit in the organization. In many organizations these processes often occur called "by going" or by introducing volunteers into work and organization.

In the inclusion section we will use the term orientation that applies to general acquaintance of the volunteer with the organization and its programs, defining a clear relationship between volunteers and organizations and the introduction to the affairs which they will perform. After orientation follows the process of volunteer preparation for performing specific tasks, activities or jobs that are in practice usually called training and volunteer education.

While orientation is more short-term and situational process, training and education represent a continuous process of development and improvement of skills volunteers for the best quality of doing volunteer work.

### First sessions and orientation

At the beginning is an important way to welcome a volunteer for the first time when it comes to volunteering: take some time for every volunteer, welcome him personally, present him the organization, himself, his colleagues, get to know it with space and some technical details (like using it common rooms, rules regarding arrivals and departures, and records and similar). Encourage a volunteer to ask you questions that interest him.

In addition to personal contact, it is good for each organization to create **orientation (information) volunteer package consisting of 2 parts:**

**general introduction and organization information** (which is the same for all volunteers) and an introduction to specific tasks. The orientation package must contain functional materials: concrete and summarized so that a volunteer can quickly get the necessary information that can serve him for further work.

What would need contain **orientation package**?

- + **Welcome note:** like a magazine or newsletter organization, a flyer, your activities, some small creative gifts (eg, something created by your users) and other materials you want yours to do volunteers have.
- + **-General organization information:** organization name, mission and vision and basic activities, short history of organization, employees (who all works in the organization, what is the management structure), a list of "important" persons (to whom the volunteer can contact for help and information) and numbers phone.
- + **Information on organizational culture and logistics information:** written and unscriptural rules in the organization (eg, what is the procedure arrival and departure from volunteering - who should be contacted where needed enter), which rooms and resources volunteers can use (eg, where can cook and drink coffee, go to the toilet, should he/she use computers and phone).
- + **Information on volunteering** - the rights and obligations of volunteers, ethical principles volunteering, rulebook or guidelines for working with volunteers (if you have a lot of volunteers, then there is a need to develop guidelines which your employees lead as a kind of standard of work with volunteers, but they also help them to better recognize their role in the organization).
- + **Information on volunteer position:** description of the volunteer program or volunteering project, volunteering contract and detailed job description (education, welfare, monitoring ...), expectations of volunteers (generally and specifically with regard to the volunteer position), reporting method and evaluations.

After you have met the volunteers with the organization and the jobs on which will work, followed by an agreement on further joint work. Identify the plan and dynamics of introducing into business through a detailed agreement on the next steps, the process of getting started, the education that needs to undergo, through the agreement who will work, who will follow him in business and give him support. The plan does not have to be extensive administrative story, but there are enough ten clear steps what to do, with who and who is responsible.

### Training and education of volunteers for work

In order for a volunteer to enter a high quality in his work, we have to provide him with adequate training to get **initial training for the job**

**position** and gain the **specific knowledge and skills required to perform** for a single job. The complexity of education determines the specificity and complexity of the job with which you will decide what are the mandatory contents and topics of education.

What is the job that a volunteer needs to perform more complex and his volunteering lengthier, an education should be wider and more complex. Of course that no education is required for a simple job, but only specific instructions what to do and when to do it.

Mandatory content education belongs to all the knowledge and skills that a volunteer needs to do his job well, but also to help build good relationships with users, other volunteers and volunteer organizers.

Educational methods should be as interactive and practical as possible and to the fullest extent include the volunteers themselves. We recommend from our own experience interactive games, group discussions, role playing. Usually the education is carried out by the staff member's / organization expert in the area with whom the volunteers meet, but if there is a need for some specific topics, external co-workers can also be hired.

For the remainder of this chapter, we recall that some positions need continuous education during volunteering. If not, it is important that you have on mind that only volunteering is an educational process and that you are a mentor and teacher to your volunteers. Provide time to track and support your volunteers and to teach them whenever there is a chance. Volunteers are mostly open people and that is why they are there, because they want to give it, but also learn more.

## 14. SUPERVISION AND EVALUATION VOLUNTEERS

As mentioned in the previous chapter, supervision and evaluation volunteers imply taking care of the **implementation of activities and taking care of development volunteers**, which are most evident right through this management phase volunteers. The purpose of supervision and evaluation is to contribute to the general the goal of the volunteer program, and this is to **achieve the best results in the defined areas of action**. The best results we will achieve if we have satisfied, motivated and competent volunteers.

Volunteer coordinator can supervise and evaluate volunteers who are responsible for managing all the processes in the volunteer program, but



can also be performed by another person from the organization who is doing the same projects and jobs as well as volunteer under supervision. The most important thing is that a person is sufficiently skilled and competent to provide support to a volunteer business.

By the **term volunteer supervision**, we mean the following activities and elements of work:

- + supervision and monitoring of volunteer work
- + mentoring (teaching, knowledge transfer, work counseling and growth and volunteer development)
- + questioning and boosting motivation for volunteers
- + providing volunteer support on a personal level.

Additionally, it is to be concluded that the person who carrying out these activities with volunteers, which we will call the **supervisor**, has different roles in her/his work: **supervisor, mentor, motivator**, but also is a **friend** to a volunteer under supervision.

Some volunteers need less mentorships because they are more inclined to learn and work in the business, but may need more support to maintain motivation. Also, some positions are more demanding in an emotional sense, so it might be important to provide more support at personal level and help the volunteer to easily handle the "problematic" situations.

**Supervising and monitoring the work of a volunteer** refers to the formal, technical part performing the task and answering the question: are the tasks performed, to what extent (number of hours), in which time, which problems occurred in this case etc. Most frequently used for tracking is the various records in which the days and hours the volunteer spent on volunteering were recorded activities.

**Mentoring** involves teaching, transferring knowledge and counseling in the work, as well as monitoring the development of competencies and further support development of volunteers. This is a way of professional cooperation, in which a more professional and more experienced person supports a person with less experience in work.

During mentoring volunteers discuss the following topics:

- + discuss tasks and responsibilities and clarify priorities
- + exchange views on job progress
- + track how volunteers deal with the challenges and problems in the job
- + ensure that volunteering is tailored to the skills and opportunities volunteers



- + monitor the development of competencies and encourage them to learn continuously improve work and competencies
- + Identify the need for additional education
- + Provide a framework for agreeing on the changes.

**Encouraging and strengthening motivation for volunteers** is an important part of the work supervisors. A supervisor will have a key role in retention and boosting motivation for volunteers. Sometimes they will run out of motivation and inspiration and then it's important to recognize it and try to find ways to encourage them and inspire them. With **quality mentoring**, which is significant the role in raising the level of motivation, below are a few more suggestions for coordinator:

- + Highlight the results and importance of their work! ... how their work effects on other people, community and users, as well as your organization.
- + Give them flexibility and autonomy in the work as much as you can, while pointing to the importance of taking over their personal responsibility for made.
- + Point them to the benefits of volunteering - new knowledge, skills and experience. "Tell them what other volunteers and employees said and noticed about theirs positive working habits or other forms of involvement in volunteering activities.
- + Make sure you want to join other organization activities and support them in that.

**Volunteer support** refers to the "soft" side of the task and this is actually a volunteer support on **a personal level**: how did volunteer felt when performing tasks, how he faced problems during **volunteering, if a volunteer has a problem communicating with certain people or some private problems that make it difficult for volunteering and learning, etc.**

The main **functions of support activities** are:

- + Providing a safe environment and a relaxed atmosphere where volunteers can express
- + help a volunteer in solving problems that are often of a personal nature

- ✚ countering isolation that sometimes accompanies some volunteering roles (eg, administrative jobs or translation jobs where the volunteer works alone)
- ✚ an effort to help the volunteer feel good in your organization and to show him appreciated.



### Evaluation volunteers and guidelines for implementation

Evaluation is logically linked to **oversight and support processes volunteers**, even though **final evaluation** is only done at the **end volunteering**, it is worth thinking about it, already at the beginning, in the planning itself, as we do it continuously during the supervision and support phase.

Volunteer evaluation deals with assessment of work and work efficiency volunteers as well as assessing their personal development. Continuously during volunteering, we recommend that you determine periodic meetings with volunteers you can call **developmental evaluation** and keep them, for example, once a month or every 3 months. In the evaluation of

volunteer work, it is necessary to maintain regular, because affects the general performance of the tasks and the work of volunteers.

When it comes to volunteer evaluation, it is usually not one-way and one-sided evaluation (eg, for a volunteer to evaluate his work or the coordinator estimates volunteers) but it is usually a few different perspective of evaluation.

The volunteer is at the center and he estimates his own work, volunteer position and organization. Also, his work is evaluated by the volunteer coordinator, the staff with whom he co-operated, and users.

Methods of evaluating volunteer work can be different, but in principle we share them to those that give us indicators (more) of a **quantitative type** (eg, questionnaire) and those who give us data (more) of a **qualitative type** (eg, interview). In practice, both approaches are commonly combined.

Questionnaires can also collect some valuable information, in particular because they come in numeric format so that analysis can also be done comparisons for larger groups of volunteers.

Here are some **suggestions for preparing a quality questionnaire:**

- + introductory part
- + the reasons for the evaluation
- + provide simple instructions to answer the questions
- + some questions follow a logical sequence
- + avoid asking more questions in one question
- + put directions to return the questionnaire and in what time

We suggest the **following areas of evaluation of volunteer work:**

- + **General satisfaction with volunteering in the organization:** how is the volunteer generally satisfied with volunteering in your organization? What he/she estimate as a strong part, and what as disadvantages of organization? How did he/she experience organization and employees? Did he/she feel accepted?
- + **Compliance with job descriptions tasks:** This is the area of evaluation clearly gives you the knowledge what you need to change specifically in a job description or in a volunteer position. It's possible in the beginning, imagine that the volunteer will be within a volunteer position and do one type of activity (eg, socialize with homeless people), and in the end, because of the nature of the users and their needs, it turns out to be he also worked on some other activities (eg, helping with writing inquiries, and letters, counseling, etc.). If it came

to these situations, the most important thing is to understand how the volunteer felt about.

- + **Acquired knowledge and skills:** what a volunteer learned through volunteering, did he/she get some new skills?
- + **Co-operation with other involved:** how a volunteer evaluates co-operation with users, volunteer coordinator, supervisor, employees and other volunteers. It is particularly interesting when evaluating volunteer program to compare these perspectives and eventually give and more detailed feedback to the volunteer.
- + **Possibility of participation in decision making and download responsibilities:** how many volunteers wanted to participate in decision making and in which areas did it take over responsibility? It is important to also focus on volunteers if there are any areas in which they think that they could independently decide and be responsible.
- + **Identification of new areas of work:** volunteers in direct work certainly they best see what else they should or could do in one concrete situation. Based on their perspective you may develop and new volunteer positions.

You can also ask them how satisfied they are with the **volunteer management stages**.

### Give a feedback to volunteers

Feedback is organized information that one person (the provider) gives to another (recipient) message about how he/she has experienced certain behaviors and what he/she sees as strong, and as a weaker part of that behavior. The feedback is believed to be the foundation development communication and one of the most important constituents of building satisfying and effective relationships and cooperation. Feedback is, moreover necessary for efficient work of volunteers.

We differentiate between **two types of feedback: POSITIVE**, whose goal is reinforcing desirable behaviors and it is advisable to give them in front of the audience, and **CORRECTIVE**, whose purpose is to change unwanted behavior (it is given individually).

Good feedback is a good balance between positive and corrective feedbacks, it is important to highlight the strong side of the person and use it positive formulations ("come on time" instead of "do not be late").

## 15. EVALUATION OF THE VOLUNTARY PROGRAM

Evaluation of a volunteer program is a process that is being done to measure results, changes and the effect of the program on the basis of the comparison of the goals and subheadings set at the beginning of the program with the results and goals reached at the end program.

The main objective of the evaluation is the continuous improvement of the volunteer program, and that can only be achieved if we look back on the past period and identify the advantages and disadvantages that have occurred over the course of time program implementation. That is what the evaluation is - to estimate it the success of the volunteer program and determine "what you can do better".

Evaluation should not be seen as a possibility of criticism, but as an opportunity learning, improving work and relationships, and raising the quality of service levels program.

Evaluation needs to be done for the following:

- a. If we cannot measure the results, we cannot distinguish between successes from failure
- b. If we not to see success and failure - we cannot learn from them and we cannot correct mistakes.

In the **evaluation process** we look for answers to the following questions:

- ✚ What is the impact of the program and what is its performance for the target group?
- ✚ How much have we contributed to solving a particular problem?
- ✚ What is the level of volunteer satisfaction and how much they have learned through volunteering?
- ✚ What is the level of satisfaction or burden of other participants in the volunteer program?
- ✚ How effective is your program financially and programmatically?
- ✚ What are the concrete steps to improve programs and opportunities for creating new ones?

When we get the answers to the above questions, we'll find it easier to **determine whether we have effectively achieved the goals set by the action plan.**

Evaluation results are used for further planning of programs and individual volunteers position. A volunteer program can evaluate all who are involved in it and participate, whether they were directly carried out, used, or witnessed to its implementation.

## 16. VALUING AND REWARDING VOLUNTEERS

**Recognition, in different colors and shapes,** is the "currency" that you **value volunteer work.** By fair valuation and timely rewarding your volunteers directly influence their dedication and desire to stay connected with your organization. You send them through volunteers' message that **what they give you - good will, effort and time** – no take "for granted" but that you receive that gift with care and you **recognize it and appreciate it.**

It is a common habit to notice and react to the behavior in the work we consider it negative and we need to change it while a quality work is considered something normal, something that is implied. This attitude it is not good to have, especially according to a volunteers.

People are willing to meet some of their most important needs- for sociality, (only) respect and self-actualization (if we lead Maslow's division from the introductory chapter). Gestures you show that it is important for you to have them in the team, to appreciate their work and to whom you encourage them to develop their talents will strengthen their desire to continue to work with you, because they will recognize how they grow through this work. Valuing and rewarding a volunteer brings good not just to them, but also organization. In the first place, through long-term engagement and more valuable, the contribution they give you. But even at that simple, human level - to see happiness and pride in the eye of a volunteer when you give them recognition for their work is the most beautiful praise for the good work of the organization and the effort of the coordinator volunteers.





Methods for evaluating and rewarding volunteers can be divided into informal and formal. More precisely, the simple ones you can practice every day, and those more demanding, which you use less often when you want to create a special atmosphere of recognition or celebration.

In addition to the above informal forms of acknowledgment and reward there are many other ways to tell your volunteers "Thank you, we are pleased and appreciate that you are here. " **Every man needs for recognition of his work and effort, and for volunteers this is the key because this is the "currency" for which they work.**



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