ORIENTATION MANUAL FOR
VOLUNTEERING

A guide for voluntary organizations
and those that plan to become one

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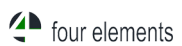A guide for voluntary organizations
and those that plan to become one

The **VAI - Volunteering among immigrants** project points out that immigrant volunteering can be both an instrument for and an indicator of integration. Many states of the European Union have already recognized the potential of volunteering as instrument for integration and as a consequence, have endeavored to introduce measures to promote immigrant volunteering. Migration, integration and volunteering are subject to considerable public and political debate in the European Union. VAI project aims at combining those factors and promoting new arrangements of volunteering among immigrants, negotiated by removing obstacles and by building on facilitators of societal integration. It also aims at strengthening networks and exchange of knowledge in the field of migrant volunteering, especially on a transnational European level.

This document was originally produced as Deliverable no. 2.1 of the second work package **Capacity Building in the host community.** The most important outcome of this activity is to enhance participation of migrants in voluntary groups. During this part of the project an *Orientation Manual for Volunteers*, a *Guide for Immigrant Volunteers* and a *Guide for Training immigrants in voluntary work* are created.

Partner Organizations:

Overview

„What is the essence of life?
To serve others and do good."

Aristotle

Acronyms

CSOs Civil Society Organizations

EU European Union

IFRC International Federation of Red Cross

VAI Volunteering Among Immigrants

VIOs Volunteer-Involving Organizations

UN United Nations

Introduction

By the end of the 20st century and the beginning of the new millennium, new developments and trends evolved in a way that everything operates in a different way. The social, economic, political and cultural transformations have led to infinite causes for which people want to fight for.

These constant transformations produced changes in the concept of volunteerism, the forms that volunteerism can evolve, the types of volunteering programs that are offered and their management. Furthermore, volunteers became powerful and more needed than ever. They want to take initiatives and share passion for the cause of organizations. The need for their efficient motivation and management is thus getting bigger and urgent.

Important trends in the 21st century comprise the digital revolution in communication, the increased global movement of people and the increasing involvement of the private sector, among others. Recently, the role of the volunteers has been highlighted especially with the priceless role that volunteers have been playing since the refugee crisis of 2015. The UN 2018 State of the World's Volunteerism Report provides strong evidence on how local volunteerism is a fundamental strategy and a property of resilient communities whereas an enabling environment for volunteerism strengthens community resilience. (UN, 2018)

The phenomenon of volunteering has several dimensions and its aspects vary all around the globe. Thus, challenges concerning volunteers and their management can diverge too. Nevertheless, there is the necessity to figure out a way to combine the different perspectives, respecting shared values, diversity, human dignity and rights.

The lack of a standardized guidance has resulted in endless volunteer handbooks, different policies and approaches across Europe that has created confusion among volunteers.

This guide provides answers to this changing landscape of volunteerism, by guiding organizations that are involved in volunteering programs or are interested in launching one.

The primary audiences for this publication include those involved in the design and management of projects including volunteers and Volunteer-involving organizations: Heads of Programs, Project Managers, Volunteer Coordinators, partners and others involved in the design, implementation of projects involving volunteers.

THE ORIENTATION MANUAL FOR VOLUNTEERS IS DIVIDED IN FOUR PARTS:

- **PART 1** introduces volunteerism to the organizations. It includes definitions of the concept of volunteerism, describes the areas of involvement and the types of volunteer-involved organizations. Moreover, it analyses the importance of measuring the economic and social impact of volunteerism and finally examines the motives and benefits of volunteerism.

- **PART 2** intents to make volunteer management a straightforward process of 7 steps that includes the procedure before and after recruitment. Before recruitment, steps contain the designing of volunteer positions, the ways to attract volunteers, types of recruitment, how to apply and the selection process. Furthermore, volunteer management after recruitment consists of the volunteer induction, training, supervision and evaluation, recognizing volunteers' value and ensuring safety and security at work.

- Encouraging diversity in the volunteer programs and its challenges are tackled in the **PART 3**. The benefits of recruiting diverse volunteers, especially volunteers from diverse cultural and linguistic backgrounds as well as the best practices to approach them are examined firstly. Besides, barriers and opportunities are studied in order to find out adequate policies to overcome them.

- **PART 4** suggests a detailed template for Orientation Manual which can include, with regard to the organization's needs, a welcome letter, details of the organization, an oath of confidentiality, communications information and important information for the future volunteer.

Part 1:
Introduction to Volunteerism

This first part introduces organizations to the concept of volunteerism, presents existing volunteering opportunities and volunteer-involving organizations and highlights the reasons why it is important for organizations to be part of this effort.

Defining the Concept of Volunteerism

The United Nations defines that volunteering *"should be for the common good. It should directly or indirectly benefit people outside the family or household or else benefit a cause, even though the person volunteering normally benefits as well".* (United Nations 2011 „State of the World's Volunteerism Report, 2011: Universal Values for Global Well-being" United Nations Volunteers, p. 4.)

The Agora Civic Association states also that organized volunteering consists of a voluntary activity carried out with no entitlement for remuneration to the benefit of people outside the volunteer's family for an organization or within the context of an organization (Pospíšilová 2011).

The **definition of a volunteer** is also articulated in the IFRC Volunteer Policy (IFRC 2011):

> ,, A person who carries out volunteering activities with a National Society, occasionally or regularly. It is carried out by people motivated by free will, and not by a desire for material or financial gain, or by external social, economic or political pressure. "

Nevertheless, the term "volunteer" or "volunteering" is not commonly understood in all parts of the world, including within the European Union, and can even have a variety of negative connotations, as in some societies people were forced to undertake activities referred to as "volunteering". Moreover, in some societies, helping others is part of the culture and this is not seen as a distinct activity, but as normal activity in the community.

Although volunteering is an unpaid activity, sometimes volunteers receive a stipend as a form of reimbursement for their expenses, so it is important to make the distinction between subsistence and remuneration (ILO, 2011). Across the EU Member States there is no common definition for volunteering. Some countries define volunteering by specific legislation,

while in others volunteering is regulated through a looser legal framework. The *Volonteurope Impact Group* has adopted the definition of volunteering set in the Policy Agenda for Volunteering in Europe (P.A.V.E.) published as one of the key outputs of the *European Year of Volunteering 2011*:

" [Volunteering constitutes] all forms of voluntary activity in any location, whether formal or informal, full-time or part-time, occurring regularly or sporadically. "

(Volonteurope 2018: 8)

In addition to that, based upon relevant academic literature, Cnaan and other authors (Cnaan & Amrofell, 1994; Cnaan, Handy, & Wadsworth, 1996) mention three points that are common to all definitions: voluntariness, not claiming remuneration, benefiting others.

Areas of Involvement

Estimates show that between 92 and 94 million adults in the EU are involved in volunteerism. 22 % to 23 % of them are aged over 15. Even though there has been a general increase in the number of active volunteers and voluntary organizations in the EU over the past ten years, 93 % of respondents indicated that they have never volunteered abroad. While some countries have long-standing volunteering traditions, in others, the voluntary sector is still poorly developed or has yet to emerge. For instance, over a third of young people in Ireland (42 %), Denmark (39 %) and the Netherlands (38 %) have done a volunteering activity, while respondents in Bulgaria (10 %), Greece (13 %) and Sweden (15 %) are the least likely to have done so. Compared to 2011, the largest increases can be seen in Cyprus (+8 %), Italy (+7 %) and Portugal (+6 %).(European Commission 2015: 9).

Different forms of volunteerism serve different purposes. According to a

Eurobarometer survey published in 2015 the most common types of volunteering in the EU include charity, humanitarian and development aid (44%); education, training or sport (40%); and culture or art (15%). The majority of people volunteer within their local community (66%) and many also engage in volunteering within their country of residence. In contrast, cross-border volunteering remains modest with only 7% of activities taking place in another EU country and 11% outside the EU (ibid).

- charity, humanitarian & development aid
- education, training or sport
- culture or art
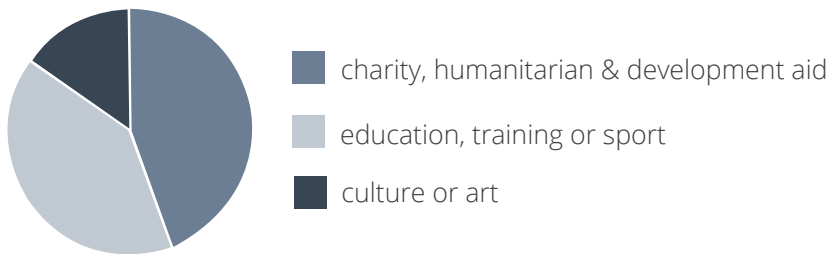
Different Organizations, Different Opportunities

Volunteering usually takes place in larger non-profit organizations with a formal structure, followed by immigrants' associations and cultural associations. Especially, since the refugee crisis in 2015, volunteers have been engaging in all kinds of help like nursing, in food distribution, as doctors for health services and more (ProAsyl, 2018). Volunteers also work in civil society organizations, NGOs, international humanitarian organizations, research institutes, multimedia associations etc. These organizations can operate locally, regionally, then nationally and internationally.

The VAI national report from Germany, conducted in 2018 concludes that many volunteer-involved organizations were founded as response to the rising number of refugees arriving in Germany in 2015 whereas the field and the thematic focus of the voluntary activities has expanded since then. (VAI 2018, National Reports, University of Calabria, Leibnitz University Hannover, Aristotle University of Thessaloniki & Hellenic Red Cross, p.61)

The National Report from Greece, sustains the same fact: many activities and projects were developed in the context of the refugee crisis of 2015-2016, built on the experiences of solidarity mobilization accumulated during the economic crisis. The organizations appear to lie at the intersections between institutional forms of civil society and social movements, between charity and militant politics and between the formal and the informal. (ibid, p.76)

Measuring the Impact of Volunteer Programs

Volunteerism offers mainly a chance to contribute to social development and a sense of self-worth but it also provides people with priceless lessons that sets them up for entering the job market and setting a foundation for their career. Volunteering makes a significant economic contribution globally. It is generally estimated that volunteers contribute an average of $400 billion to the global economy annually (Chatterjee 2016).

In March 2008, the European Parliament adopted a report in the "Role of volunteering in contributing to economic and social cohesion". A John Hopkins University Report on "Measuring Civil Society and Volunteering", released on September 2007, mentions that the **Non-Profit Institutions sector contributes about as much to the Gross Domestic Product in a wide range of countries as do the construction and finance industries, and twice as much as the utilities industry**. This means that it accounts for 5-7% of the GDP in the countries surveyed. (European Parliament 2008)

These findings emerge from data generated by official statistical agencies in eight countries, (Australia, Belgium, Canada, the Czech Republic, France, Japan, New Zealand and the United States). It is worth noting that twenty additional countries, both developed and developing, have committed to issuing these satellite accounts and a number of others are about to begin implementation. This clearly indicates that more and more countries are recognizing the importance of including volunteering in their National Accounts. (ibid)

The contribution of voluntarism to social cohesion is also of great importance. At a European level volunteering translates European

values such as solidarity, social cohesion and inclusiveness into practice.

> Engagement in volunteering enables people to regain a **SENSE OF PURPOSE, RESPONSIBILITY AND STRUCTURE** in their lives. The impact on the local community in terms of integration is also very important. Especially, it is considered a form of support for immigrants' long-term integration. Both the state and private sector should contribute to the recognition of voluntary work.

The beneficiaries of the work of the volunteers can be many. It has a positive impact on students, adolescents and parents, on the civil society as a whole and, last but not least, to voluntary organizations themselves. A great number of large and small projects are supported by the commitment of volunteers.

Many of the impacts of volunteering contribute directly to a number of key objectives set out in EU policies. Firstly, it promotes social inclusion and integration both for the beneficiaries of the actions and for the volunteers themselves, while it also contributes to the promotion of decent work. Furthermore, the skills and competencies gained through volunteering can be transferred into a professional context. **Volunteering leads to the direct involvement of citizens in local development, and therefore plays an important role in fostering civil society and democracy in Europe.** Last but not least, by providing community activities and services, volunteers have a significant impact on the well-being of local people. (ibid;. Volonteurope 2018: 21-22)

Identifying & Providing Motivation for Volunteers

Why Do People Volunteer? Motives and Benefits

By understanding a person's motivation, it is easier to find ways of managing the volunteer effectively. The benefits often vary considerably between countries, as well as between different volunteers (for example due to differences in gender, socioeconomic status etc.), local communities and amongst the direct beneficiaries of voluntary activities

and services. Moreover, it is very difficult to measure certain individual impacts of volunteering including better health, increased well-being and happiness, and increased social trust (Bekkers 2012).

Nevertheless, the reason why people volunteer is mainly personal. The motivation lies to the fact that people want to do something good for the society and thus they are driven by solidarity to others. In the interviews conducted for the VAI Project in the National Reports on Italy, Germany, Austria and Greece, it is pointed out that people want to get in touch with others and do some meaningful work that helps directly others. (VAI 2018, ibid)

Volunteerism allows people to connect to their community, increase social and relationship skills and broaden their contacts and networks. It is a form of **POSITIVE ENGAGEMENT** and of being active in the community.

Furthermore, individual and especially job-specific skills can be developed by volunteer opportunities that offer extensive training and there is also a chance to gain experience in a new field. It is a way to open up new relationships and develop professional networks. (VAI 2018, ibid, p.60)

Furthermore, volunteerism brings fun to your life, a new commitment that helps one escape from day-to-day routine and renew his/her motivation, creativity and self-value. People experience new challenges and contribute to social change. They want to feel important and gain recognition.

Interacting with different cultures is a very interesting aspect too. Specific benefits are linked to immigrants' volunteers such as improvement of language skills and increase of culture knowledge.

Research has also found a **significant connection between volunteering and good health**, showing that volunteering can (Vic Health, 2012) alleviate depression, increase satisfaction with life, lower the frequency of hospitalization, boost a person's ability to cope with illness.

Encouraging Volunteerism

The importance of volunteerism should be highlighted and encouraged at an early age. Schools and teachers should inform students concerning opportunities in the local community and inspire them to volunteer for those specific causes. Additionally, the authorities should encourage volunteerism in the local community and establish partnerships with volunteer-involving organizations. For this reason, there is a need for a pan-European framework which will include rights and responsibilities for volunteers and organizations and will establish a network of multi-agency cooperation.

In this context, it is essential to increase stable funding for the volunteering infrastructure and for volunteer-involving organizations to create a welcoming environment for volunteering and be able to develop beneficial volunteer programs that can cover sufficient resources for volunteers, equipment and financial cost for volunteer training.

Part 2:
Volunteer Management in 7 Steps

There are several organizations involved in voluntary activities. The size, culture and area of involvement of each organization can differ whereas the roles of volunteers and the potential risks of their position may vary. However, there is one thing in common which is the strong motivation of volunteers for engagement. To incorporate this great potential, the need for proper orientation is vital.

This part analyses the different steps that civil society organizations should follow in order to recruit and manage volunteers effectively. It is important that each organization appoints a Volunteer Coordinator/Supervisor to handle all the necessary stages of volunteering programs.

Setting Requirements and Obligations: Creating Appealing Openings for Volunteers

Successful volunteer recruitment is achieved when qualified individuals commit to performing project tasks (detailed in a volunteer agreement or scope of work) in ways that are culturally and linguistically acceptable, appropriate and relevant. (Catholic Relief Services 2012:18)

There are numerous methods to recruit volunteers. However, the first step is considering the jobs you need the volunteer for in order to choose the most appropriate methods. You should prepare a detailed job description and then consider who could do these jobs best and who could be interested. A series of specific questions can be really helpful:

WHAT DO WE NEED? IDENTIFY TASKS

WHO COULD PROVIDE THIS? SKILLS NEEDED

FOR HOW LONG? ESTIMATE VOLUNTEER TIME AVAILABLE

HOW CAN WE COMMUNICATE? IDENTIFY CHANNELS

WHAT WOULD MOTIVATE THEM? IDENTIFY INCENTIVES

Creating an appealing message is crucial. The message should be clear, short and direct and must convince why the particular job is worthy of a person's time. Moreover, the post should include clearly the roles and responsibilities of the person as well as the job requirements.

There are two primary methods to recruit volunteers: broad-based and targeted. There are pros and cons to both broad-based and targeted volunteer recruitment. For instance, with broad-based recruitment you reach definitely more people, you create public awareness and you make people aware of your organization. On the other hand, targeted recruitment helps to get at the problem and tailor the message to a specific group or individual. (Frendo 2012).

TIPS FOR VOLUNTEER RECRUITMENT

- Appoint a Volunteer Coordinator

- Prepare volunteer role descriptions

- Develop recruitment and communication plan

- Implement the recruitment and communication plan

- Screen applications and select volunteers to be interviewed

- Conduct informal chats

- Where appropriate check references

- Notify successful volunteers and set up time for orientation

- Notify unsuccessful volunteers

Source: Catholic Relief Services (2012) "CRS Guide to Working with Volunteers"

Attracting Volunteers

Broad-based Recruitment

When you need a large number of volunteers for a short period, and the qualifications of the task are minimal, you might engage in „warm body recruitment.“

This involves a broad dissemination of information, including (Fritz 2018a):

- **Distribution of brochures**
- **Posters**
- **Speaking to groups**
- **Notices in appropriate media**
- **Word of Mouth**
- **Organizing or speaking at event during Volunteer's Week.**

How to Attract Volunteers from Specific Target – Groups

The targeted recruitment is most effective when the audience is clearly defined and it is necessary when particular skills are required for the job. Therefore, it is important to identify the ideal databases and platforms to post calls for volunteers and attract the right kind of person. There are a number of volunteering websites, acting as customized online matchmakers and connecting people with specific causes, including, for instance, the following: *SmartVolunteer, All for Good, VolunteerMatch, Catchafire, iVolunteer, DonorsChoose, Idealist. org, UN Volunteers, DoSomething, Volunteers.gov, UniversalGiving, HelpStay.* Such websites provide databases of volunteer opportunities all over the world including skill-based volunteering, pro bono consulting and even online-only volunteer projects. Be sure to check out websites that serve your particular region. Potential volunteers can then make their choice based on their location, schedule and areas of interest.

Furthermore, volunteers could look for an opportunity with a specific organization. Therefore, the organization's official website should advertise the volunteer program it offers in a prominent position. Ex-volunteers can post their positive experience within the organization, in a special section.

Word of Mouth and Social Media

This type of recruitment requires you to identify people who are already in direct or indirect contact with your organization and then to contact them with your recruiting message. They could be beneficiaries, alumni of your program, friends of the current volunteers, individuals who have been affected by the problem you are trying to solve.

Social media, such as Facebook, Twitter, LinkedIn and Instagram can provide the organization with a simple but efficient method of diffusing the recruitment message and reaching quite a big audience, especially if the organization has a significant online presence.

The Perfect Match

Volunteer Application form

There are numerous volunteer opportunities available and it is complicated for the person interested to find the right position. It is important that the volunteer's needs match the organization's needs. Designing a simple form for applicants will help make sure the recruitment of volunteers is taking account of equal opportunities and diversity policy. You also need to be conscious about accessibility for people with disabilities. Asylum seekers (in most cases), volunteers from overseas and ex-offenders are also allowed to volunteer. (KnowHowNonProfit 2018) Furthermore, in order to achieve the ideal matching, it is important to include a short questionnaire in the application form in order to find the right person for the job.

A SERIES OF QUESTIONS ARE RECOMMENDED SUCH AS:
- Do you prefer to work alone or as part of a team?
- Are you better behind the scenes or do you prefer to take a more visible role?
- How much time are you willing to commit?
- What skills can you bring to a volunteer job?
- What causes are important to you?

Selection Process

Volunteer Interview with the Coordinator of Volunteer Programs

Interviews should not be overly formal – people are offering a gift of time, not seeking paid employment. **The great temptation in interviewing is for the interviewer to talk too much about the organization and not leave time for the potential volunteer to talk about themselves.**

A simple 'person specification' can be a useful template for the interview. The interview is the first opportunity for screening and it can include questions about the person's interest in the job, his/her work experience or more specific skill-based questions.

A second screening opportunity is an exploration of why the applicant wants to volunteer. Motivations might include:

• a belief in the organization's cause
• wanting to use skills and give something back
• trying out or learning new skills
• (if the person is older or unemployed) to keep active
• gaining experience in a field of activity they hope to enter social contact and meeting people.

Exploring these points in an interview and keeping a record of the answers is a demonstration of good interview practice. Make sure the volunteer role or roles are understood and give time for the applicant to raise any questions or concerns. It is important to agree on their availability: doing this will help to bring the interview to an end. It's also important that you are ready to explain any requirements that need to be met before appointment and the support that will be available. (ibid;. KnowHowNonProfit 2018)

Choosing the Right Person/ Refusing Volunteers

Once you have assessed the suitability for the role and actual or potential skills for the specific job, the next step is to contact them and fix a provisional start date and induction time. The firm start date depends on a number of factors.

Having completed all the stages

of recruitment, the organization may decide that the applicant is not suitable for the volunteer role available. In this case, it is important to tell the applicant the reasons that you are not accepting them as a volunteer. It is recommended to suggest volunteering databases and networks, the nearest Municipality or Volunteer Centre which may have more suitable volunteer roles in order to ease the disappointment of rejection. The applicant may decide that they do not want to volunteer for your organization after all. In this case, you might want to ask the applicant for their reasons. This insight may prove helpful for future recruitment activity. (ibid)

No volunteer shall begin performance of any position until they have been officially accepted for that position and have completed all necessary screening and paperwork.

References and Background Checks

An organization may request that third parties perform reference and background checks in the course of the volunteer application management process. Reference and background checks include volunteer history and education verification, criminal history, social security number verification and sex offender registry review, where available, and licensure and motor vehicle record if appropriate to the position. (American Red Cross 2014: 23)

Volunteer Induction

Prior to the volunteer's first day, the Volunteer Supervisor should ensure that all employees and other volunteers are aware of the fact that a new volunteer is joining the team, and clearly explain what activities they are expected to carry out.

THE FIRST DAY FOR A NEW VOLUNTEER MAY BE AS DAUNTING AS IT IS FOR A NEW EMPLOYEE, THEREFORE THE TEAM SHOULD MAKE THE VOLUNTEER FEEL WELCOME AND COMFORTABLE.

A full site/team induction is recommended by introducing the volunteer to employees or other volunteers and make them feel part of the team. The Supervisor should also inform the volunteer that they can refuse demands made of them if they consider them unrealistic, beyond the scope of their role or if they feel they do not have the appropriate skills to carry them out. (Flintshire County Council 2016)

A well-designed orientation process does not need to involve a lot of time but it reduces stress on new volunteers, makes them feel welcome and may reduce the likelihood of turnover. (Vienna Institute for International Dialogue and Cooperation (VIDC) and Football Association of Ireland (FAI) 2016)

It is important to keep track of all this activity (candidates, future volunteers and rejected ones), especially if the organization has a large team of volunteers and a great number of future ones. In order to manage the volunteers' program more efficiently it is recommended to maintain a personal folder for each volunteer.

After completing the volunteer orientation, the organization should provide specific training for each volunteer that addresses the particular job they will do.

Training Volunteers

Training and Mentoring

A strategic volunteer program is a must for all organizations working with volunteers. An efficient training must be aligned with the mission.

Much volunteer orientation and training take place online, either in the volunteer's home before they come to the site or at a computer at your facility. Many nonprofits have started to develop and use online training for their volunteers. Done right, online training can be a time and money saver for volunteers who are digitally competent.

Other programs teach volunteers ‚on-the-job'. There is also the possibility of training a new volunteer by pairing her/him with an experienced high functioning volunteer or a mentor volunteer who will provide friendly

support to the new volunteer. Therefore, the new volunteer is matched with a fellow volunteer who shares experience, wisdom and skills and can pass on their legacy to the new recruit. Mentoring is considered a highly effective training strategy. It provides a place to get answers to questions that arise on-the-job. It reduces the risk of volunteers making mistakes, shortens training time, decreases reliance on the Volunteer Coordinator, prevents burnout and builds fledging volunteer-program relationships. (Johnson T. 2017, Volunteer Pro, https://volpro.net/enhance-volunteer-training-with-peer-mentoring/)

TRAINING SHOULD INCLUDE:

- How the volunteer will perform his or her particular task
- What not to do when performing this task
- How to handle an emergency or what to do when something unexpected happens
- What the goals are for the task, and how performance will be evaluated
- What equipment will be required and how to use it
- A walk through of the task and coaching while the volunteer tries out the task

When designing training or updating it, be sure to get the input of current volunteers. Ask what they wish they had known before they started doing the work. Let current volunteers help you design orientation and training for new volunteers.

After orientation and training, have new volunteers fill out a survey about how they liked it and if they found it adequate. The goal of training and orientation is to produce volunteers who are happy with what they are doing and confident that they know how to do their jobs well (Fritz 2018b).

After the initial training that is conducted at the beginning of the project, shorter refresher trainings should also be conducted as frequently as needed.

Coordination of Volunteer Programs

In order to keep the volunteer motivated, the training and volunteering experience can be complemented. Coordination of activities across different organizations and geographical regions can provide a richer experience for the person involved but also satisfy smaller needs of more than one organization. This collaboration and interchange of volunteers can prove useful to create stronger links among organizations of a similar field and become more efficient in achieving specific goals.

How to Lead Volunteers

The Role of The Supervisor

"The most important responsibility of a supervisor of volunteers is creating an environment that empowers the volunteers to perform their duties. Empowered volunteers are willing to take responsibility for what they are doing, contribute more than expected, and perceive themselves to be important members of the organization's staff."

(Oddis, Bernard, Sackler, Kern, Calloway & O'Neill 2000: 13)

Just because the initial training program is over, this does not mean that training stops. Every interaction your volunteers with the organization is an opportunity for learning and growth. Training never stops. Supervising, supporting and evaluating your volunteers will assure them that they are just as valued as your employees. They want to

know that you don't keep weak links around just to have more volunteers. Someone who is not performing or being helpful can slow down any event or the entire organization. Your volunteers want your organization to grow just as much as you do. Communicating your observations and evaluations could create more loyalty among your volunteers. They want to feel like their time is contributing to the betterment of your organization. By giving volunteers feedback and support you can strengthen your relationships with them. (Volunteer Hub)

In this context, conducting regular, informal "supervision" sessions with the volunteers is suggested. Contact and team sessions among volunteers can also help build a stronger, more united team.

Ongoing Evaluation Process

Evaluation and assessment of volunteers can be a tricky yet necessary responsibility. The organization should ensure having a process in place for documenting volunteer hours (be sure not to exceed amount of time in volunteer shifts), achievements, job descriptions, trainings, etc. This can be especially helpful for demonstrating the benefits of and the need for volunteers when seeking additional support from funders and collaborators.

In some long-duration volunteer programs it is important to establish a probationary period for the volunteer. For instance, a one-month trial period is considered a sufficient amount of time for both sides to get to know each other and find out whether they feel comfortable volunteering.

Some points to consider include:

1. **Evaluate only areas for which you can provide guidance**
2. **Start with positive assessments, then offer suggestions for improvements if needed.**
3. **Collect feedback regularly from staff who work with the volunteer**
4. **Encourage self-assessment to allow volunteers to reflect on their strengths and weaknesses** (Aguila: 108-109)

Your organization should also consider develop effective and consistent procedures for responding to complaints, concerns and alleged or suspected incidents of abuse.

Recognizing Volunteers' Value

Local volunteers can play an important role especially where there is significant societal disruption and destruction of local infrastructures. Unfortunately, data shows that local volunteers in these contexts are under-valued or they play a limited role in decision-making. (International Federation of Red Cross 2015:11). There is an **URGENT NEED** to recognize their value and provide them with the right resources.

Supporting volunteer activities

While volunteers are not paid for their services, organizing their involvement takes resources, time, and attention. For volunteer effort to be successful, all stakeholders, especially senior executives and board members, must be able to see how volunteer involvement furthers their organization's mission and why they should allocate resources to the effort.

Impact measurement is important as it showcases the value of volunteering, increases the accountability of CSOs and VIOs and increases the financial sustainability of projects. Impact can be measured by carrying out measurements before and after the volunteering activity, however due to a lack of resources most impact measurement is carried out during and after the volunteering has already started. (ibid;.Volonteurope 2018: 4).

Many volunteer placements require time flexibility, which impedes people from other work or activities. The financing factor is also a crucial one, as voluntary activities depend on long-term financing. Without a continuous financial support e.g. from local, regional or national authorities, or from other sources, the continuity of programs cannot be ensured, which can lead to the premature termination of projects.

Greater portions of budgets at both global and national levels need to be applied to strategies that promote sustainable local volunteer engagement and a meaningful voice and integration into the localization of SDG priorities and work. (ibid;. International Federation of Red Cross 2015:11)

Acknowledging Volunteers' Initiative and Expressing Gratitude

In order to improve the efficiency of volunteerism, it is essential to valorize and improve volunteers' personal skills. The involvement of volunteers in the decision-making level within the organization is important to keep the volunteer motivated. Encouraging people to take initiatives and decisions can lead to a more responsible and professional attitude.

Once the volunteer program is complete, planning an event to honor your volunteers' contribution by throwing a small party and/or giving the volunteers a little appreciation gift. There is also the possibility to plan annual events to recognize their value. Letters of recommendation upon request if minimum volunteer service requirements are met is also a way of recognition. Volunteers can receive special recognition pins, certificates and more, depending on the number of volunteer hours contributed and years of service.

Compensating Volunteers

In a number of organizations, volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking activities. This is called a stipend and it is distinct from a wage or a salary.

In most cases, volunteers are not employees and therefore receive no remuneration for the activity they carry out. However, volunteers should not be 'out of pocket' for carrying our activities for the Council.

It is best practice to pay reasonable out of pocket expenses for anybody who chooses to volunteer with an organization. (ibid;. Flintshire County Council 2016)

The lack of reimbursement tends to disproportionately affect the more disadvantaged or marginalized, not only those experiencing significant poverty, but because it can combine with wider social inequalities as e.g. in the case of women's participation. (ibid; International Federation of Red Cross 2015:59) **Therefore, organizations should consider that volunteer remuneration results to disproportional distribution of voluntary activities between social groupings.**

Safety and Security

- **WORKPLACE SAFETY AND SECURITY:**

  Provide information to volunteers about workplace, health and security issues through regular internal communication such as meetings, memos or other written communications.

- **INJURIES WHILE VOLUNTEERING:**

  All volunteers are expected to follow appropriate safety guidelines while volunteering. However, even under the best circumstances, an accident may occur. The organization should adopt a detailed internal policy on this matter.

- **EMERGENCY EVACUATION PROCEDURES:**

  Volunteers should be aware of the organization's protocol in case of an emergency.

  (ibid;. American Red Cross 2014: 32-34)

Part 3:
Encouraging Diversity in Volunteering

Global mobility and the rapid changes in demographics underline the need for diversity in volunteering programs in order to not only reflect increasingly diverse societies, but also to represent meaningfully minorities and vulnerable groups. In this context, challenges and opportunities should be dealt accordingly during the recruitment process.

Recruiting Diverse Volunteers

There are six key ways your organization and your program can benefit from the practice of involving a diverse volunteer base (HandsOnNetwork):

It opens up a **LARGER POOL OF POTENTIAL VOLUNTEERS** and donors.

Volunteers with different backgrounds, cultures, and career fields bring a **VARIETY OF SKILLS** to your organization.

Various groups to which your volunteers do outreach may relate better to different groups of volunteers.

Your organization may have a specific commitment to involving all sectors of your community or to **FACILITATING INTERACTION** between different sectors.

It improves the **CULTURAL COMPETENCE** of the organization and its staff.

There will be an increased **ENRICHMENT** of the organization's programs.

Benefits of Recruiting Volunteers from Diverse Cultural and Language Backgrounds

In the recent National Survey of Australian Volunteers from Diverse Cultural and Linguistic Backgrounds, coordinators/managers of volunteers identified numerous benefits such as the potential of the knowledge of specific cultures, speaking in one or more languages besides English, increasing the cultural sensitivity of the organization's service provision, bringing new and varied life experiences, promoting mutual respect and tolerance which works against racism. (Australian Multicultural Foundation & Volunteering Australia (in press): 5)

A Canadian study found also that involving young people would improve for instance organizational and staff cultural competence, increase support from diverse communities and create a pool of qualified candidates for future staff positions. (Calgary Immigrant Aid Society, 2005: 5)

Interaction with other cultures and working styles can create a multi-cultural work environment, contributing to a better integration for foreigners to the society and more sincere acceptance of the local community. Both sides benefit from the reduction of stereotypes.

Best Practices Approach to Managing Volunteers from Different Backgrounds

The recruitment of new volunteers is more likely to succeed if steps have been taken first to address who should be targeted for recruitment and why; what changes need to be made to the volunteering program to support and integrate new volunteers from diverse cultural backgrounds, and whether management will support these changes.

KEY ACTION 1: Know your local demographics to know which groups may provide new volunteers.

KEY ACTION 2: Know your organization's needs and capacity in order for the volunteers to feel included and that they can play a useful role.

KEY ACTION 3: Secure management report to make the internal changes needed to successfully involve greater number of volunteers from culturally and linguistically diverse backgrounds.

KEY ACTION 4: Implement diversity management strategies which involve minimizing any barriers that prevent full participation and allowing for differences. Effectively managing diversity requires policies and procedures that are inclusive, increasing staff knowledge and understanding of cultural sensitivities and creating an internal environment that is welcoming to all cultures. It can take years to be fully incorporated.

KEY ACTION 5: Identify key stakeholders whose interest and support may be important to the success of a recruitment strategy, such as particular leaders and key communicators within target communities.

KEY ACTION 6: Another strategy is for organizations to become involved with culturally and linguistically diverse communities by forging alliances with them (Australian Multicultural Foundation, Judith Miralles & Associates and Volunteering Australia 2007).

There is not always a need to make specific recruitment efforts or advertising to involve foreigners to a volunteer activity. A series of local and international platforms are available for organizations to publish calls for volunteering and for volunteers to choose the right opportunity. In that case it is important that the platform uses a common language such as English.

Challenges, Barriers and Opportunities

Obstacles for The Participation in Voluntary Activities

There are a number of challenges and barriers that come with implementing the concept of diversity in volunteers' programs (ibid; Vienna Institute for International Dialogue & Cooperation (VIDC), Football Association of Ireland (FAI 2016: 40-42):

- **LACK OF INFORMATION** on how to access volunteer opportunities can be detected: for instance, many organizations can develop new strategies to connect with migrant communities and reach out to a new focus group of volunteers. For instance, they need to look for popular social media platforms in order to link with them.

- **MISUNDERSTANDINGS ABOUT THE MEANING OF VOLUNTEERING:** people from other countries may have a different concept of what volunteering is and for example they can be disappointed if this is not the case. Providing a letter of recommendation, after the completion of the program can motivate people to volunteer.

- **CONCERNS ABOUT DISCRIMINATION AND RACISM:** This concern can lead to a fear of rejection. The organization should be clear on the zero-tolerance policy and offer awareness trainings.

- **LANGUAGE AND INTERCULTURAL BARRIERS:** The level of languages skills competency in the national language will often impact on the person's confidence. Thus, it is helpful to be patient, check and ask questions if things are confusing.

Many foreign volunteers, especially people migrants or third-country nationals in the EU, can experience problems with their legal status of residence and their work permit during their stay. As a result, it is important for the organization to provide them with help with paperwork and be

continuously informed on the related legislation. Restrictive migration policies in various countries can also be a significant barrier.

Implementing Diversity

Discomfort with the informal codes of conduct and values of different cultural groups can cause problems at the workplace, and of course, that can extend into prejudice and even workplace abuse. **Promoting diversity by recruiting volunteers from a diverse background, who can eventually become employees is a challenge.** Workplace diversity not only refers to differences between employees, but also accepting and respecting those differences.

Strategies such as policies and procedures that are inclusive, increasing staff knowledge and understanding of cultural sensitivities and creating an internal environment that is welcoming to all cultures can be very efficient and truly minimize barriers that prevent full participation. (ibid;. Calgary Immigrant Aid Society, 2005: 19)

To overcome intercultural barriers, it is important first for the organization to offer diversity or multicultural training to employees as well as to volunteers. Diversity training is a course of instruction aimed at building the participants' cultural awareness, knowledge, and skills in order to benefit an organization by protecting against civil rights violations, by increasing the inclusion of different identity groups, and by promoting better teamwork. Some studies show that diversity training is effective, others show it's ineffective, and still others show that it may actually lead to backlash. This has led to pessimism regarding diversity training, with some claiming it simply doesn't work. Diversity training effectiveness depends on the specific training method used, the personality characteristics of those trained, and the specific outcomes that are measured after training concludes.

The process of mentally walking in someone else's shoes or asking diversity training participants to set specific, measurable, and challenging (yet attainable) goals related to diversity in the workplace could be efficient methods of training. (Lindsey A., King E., Membere A. & Cheung H. 2017). Different methods of training are available. It can include facilitators from various diverse groups.

Culturally Inclusive Policies and Guidelines

Several organizations have come up with culturally inclusive policies and guidelines, such as the following provided by the Calgary Immigrant Aid Society (2005: 24):

1. Developing a Cultural Action Plan

2. Developing a Cultural Resource Kit for volunteers and staff (phone numbers of Migrant Resource Centre, religious leaders etc.)

3. Giving volunteers from culturally and linguistically diverse backgrounds opportunities to have input into decisions about the organization.

4. Employing someone to develop the organization's relationship and understanding of local ethnic communities

5. Having planning days with communities

Part 4:
Template for Orientation Manual

After choosing the right person for the job, it is crucial to offer a package with contains detailed information about the organization, practical info and volunteer's responsibilities among other things. Sending or giving a manual is one of the recommended ways.

In this guide, we offer a template of how we can elaborate a manual, adjusting it to the particular needs of the volunteering program.

Possible Methods of Orientation

The needs of every organization are different depending on its size and culture, the nature of the role of volunteers, etc. However, it is important to give clear orientation, information and explain the organization's values. A manual can come in combination with one of the other options below.
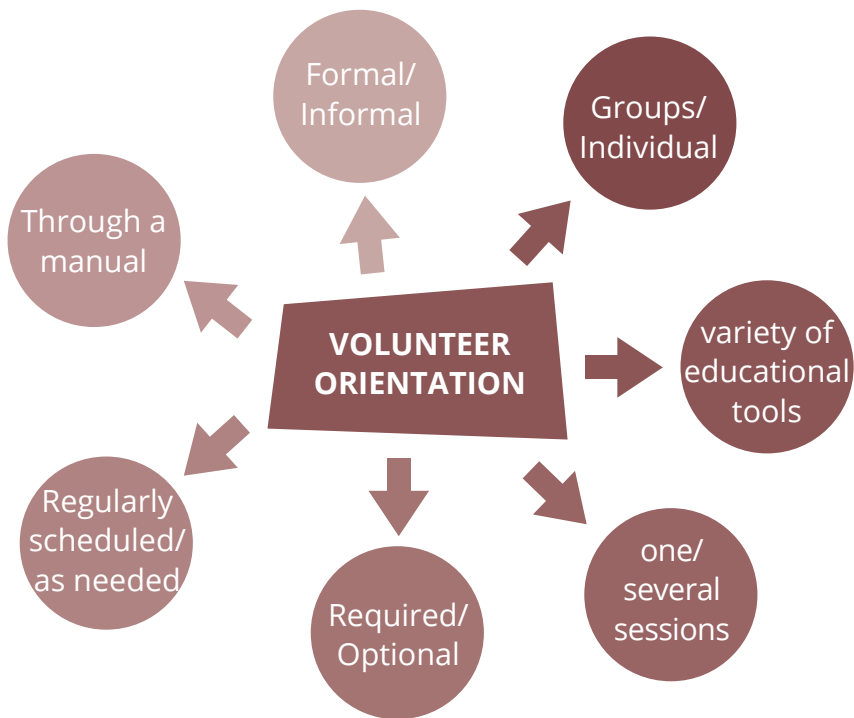
Source: Volunteer Centre of Camrose and District

If you choose to adopt a manual, there are a number of elements that can be included or adapted adequately to the organization's needs: Welcome letter or mail, details of your organisation, oath of confidentialy, communications, volunteer code of conduct, self-care tips.

Welcome Letter or Email

A letter or email of welcome from the CEO or Executive Director adds a personal touch to integrating new volunteers into your organization. This letter can be brief and highlight some of the key aspects of the organization and the importance of volunteers in fulfilling the purpose of the organization. An information package with details of the organization can be included or attached with the letter.

Dear ...,

Thank you very much for choosing to volunteer with _____! We are pleased to welcome you to our team of volunteers.

We believe volunteers are a vital part of achieving our goals for the community and our volunteers play key roles in a number of our positions, such as _____. We hope that you find the duties of your particular job description to be fulfilling and that your volunteer experience with us to be a rewarding one.

The enclosed packet will give you additional information about our organization and will include details about the roles and responsibilities of our volunteers. Should you have any questions, please feel free to contact myself or the Volunteer Coordinator _____ at _____.

And again, welcome and thank you!

Sincerely,

Executive Directora

Source: CAL Insurance

Details of Your Organization

Providing enough information about your organization can help the volunteer understand the work environment, the structure of the organization, the values shared, etc.

Mission Statement, Objectives and Impact of Your Organization

This defines the reason of existence of the organization summed up in two-three sentences. It reflects not only the reason of existence but also the actions and the impact, thus providing a clear image of the values and vision of the organization.

It is also very important for the volunteer and it may help clarify their own vision of how they can be involved and contribute to the organization's mission.

In the same section some specific goals can be mentioned too. For instance:

- Promote public awareness
- Recruit, train and support volunteer programs
- Provide safe and enjoyable environment
- Provide the required resources
- Network with others

Depending on the organization's type, describing its impact on the community can help inspire passion for the organization and create a sense of personal pride in volunteers by the sense of belonging to an important organism.

Organization's Structure

This provides the volunteer with a map of who's who in the organization. Here are some things to consider in developing an organizational chart: If your organization is affiliated with other organizations create a chart to show this relationship. This may include partnerships, funding sources and umbrella organizations under which yours falls. Also identify the hierarchy of your organization if there is one. Who is in each particular role and what are the duties prescribed to that role (briefly).

This is especially important for identifying people with whom the volunteer may be interacting on a regular basis.

> **"** Does your organization have a Volunteer Coordinator? Who supervises volunteers, or in other words, who is the new volunteer's primary "go to" person? **"**

Site Map, Contact Details and Hours of Operation

Depending on the size of your organization, it may be necessary to provide each volunteer with a site map of your building and surrounding area. **Giving a personal tour is ideal to familiarize the volunteer and make them feel at home.** Be sure to identify places where the volunteer will do their work, where their supervisor may be or where they can take breaks. (ibid). It is also very helpful to give information about transport and ways to arrive to work. Additionally, a few contact details can be provided to the volunteers in case of an emergency. Last but not least, the information package can indicate when your organization is open to the public or when normal working hours are. Be clear as to whether this is the time during which volunteers will be required or if they will be performing their duties outside of normal business hours.

Sign an Oath of Confidentiality and/or a Consent Form

Most organizations ask that volunteers, who may interact with their beneficiaries, sign oath or pledge of confidentiality as a legal bond to protecting the people with whom they work and a consent form which formalizes arrangement between volunteers and the organization whereas ensures smooth withdrawal of volunteer in case the organization is dissatisfied. That can create the base for a more professional relationship and commitment. The Oath of Confidentiality can include

(Alberta Government Services and the Office of the Information and Privacy Commissioner):

- Obtain **CONSENT FOR COLLECTING, USING AND DISCLOSING PERSONAL INFORMATION**, except when inappropriate (for example, in an emergency or when consent would compromise the availability or accuracy of the information). Obtain the consent in a form appropriate to the kind of information concerned. If an individual modifies or withdraws his or her consent, respect the changes.

- Collect personal information **ONLY FOR REASONABLE PURPOSES** and only as much as is reasonable for those purposes. Except when inappropriate, collect personal information directly from the individual concerned and inform the individual of how you will use and disclose the information.

- Use and disclose personal information only for the purposes for which it was collected, unless the individual consents or the Act permits the use or disclosure without consent.

- On request, **PROVIDE AN INDIVIDUAL WITH INFORMATION** about the existence, use and disclosure of the individual's personal information and provide access to that information, if reasonable. On request, correct information that is inaccurate.

- Ensure that any personal information is **AS ACCURATE AS NECESSAR**Y for the collection purposes; ensure that personal information is secure; and keep the information only as long as reasonable for business and legal reasons.

- **Designate an individual** to make sure you comply with the Act and make information about the organization's management of personal information available on request.

SAMPLE OF CONSENT FORM

I, the undersigned .... commit myself to act in accordance with the Fundamental Principles set by the .... [organization's name] and to fulfill my obligations under the Oath of Confidentiality and the Volunteer Code of Conduct.

I also commit myself to sharing my knowledge and experience in a way that promotes the evolution of the Voluntary Movement and contributes to the positive image of the .... [organization's name].

If I do not meet my obligations as a volunteer of the .... [organization's name], I consent to accept any decision of the organization and be released from duties.

Signature

(adapted based on source: Hellenic Red Cross)

Communications

It is important to clarify the way the team members communicate whether it's an application, forum, email or a frequent newsletter to keep up people to speed. Furthermore, there are organizations which hold a weekly meeting which is obligatory for everyone. Depending on the size of the organization and operation, it may be sufficient to simply schedule meetings for the volunteers with their coordinators.

Significant Information for Potential Volunteers

Volunteers' Code of Conduct

You can include a Volunteer Code of Conduct in your manual in order to clarify your position to your volunteers. The code of conduct refers to the behavioral principles or standards developed by project staff that community volunteers are expected to uphold while rendering services. The code of conduct can include topics such as:

SAFETY Following technical and administrative procedures as instructed, respect, treat all people as unique individuals etc.

CONFIDENTIALITY Individuals have a fundamental right to the privacy and confidentiality of information related to their health and social care etc. organization.

INTEGRITY Treating each other and beneficiaries fairly, demonstrate honesty etc.

SELF-DISCIPLINE Exercise self-control in managing stress, anger and tendencies of burnout etc.

TEAMWORK Promote participation and cooperation while working with others, recognize each other's skills and abilities.

COMMUNICATION Respect and give constructive comment and feedback etc.

COMMITMENT Share and promote the culture, purpose and objectives of community volunteerism (ibid;. Catholic Relief Services 2012)

DRESS CODE Depending on the particular volunteer placement, it may be required to wear a uniform specific to each position. Any other requirements can be specified too.

The Canadian Code for Volunteer Involvement is a good example of a detailed volunteer code and it consists of three important elements (Volunteer Canada 2017):

1. **THE VALUE OF VOLUNTEER INVOLVEMENT.**

   - Volunteer involvement is fundamental to a healthy and democratic society.
   - Volunteer involvement is vital for strong and connected communities as it promotes change and development though the collective efforts of those who know the community best.
   - Volunteer involvement builds the capacity of organizations as it provides organizations with skills, talents and perspectives.
   - Volunteer involvement is personal as it promotes a sense of belonging and general well-being.
   - Volunteer is about building relationships as it connects people to the causes they care about.

2. **GUIDING PRINCIPLES THAT FRAME THE RELATIONSHIP BETWEEN THE VOLUNTEER AND NON-PROFIT ORGANIZATION.**
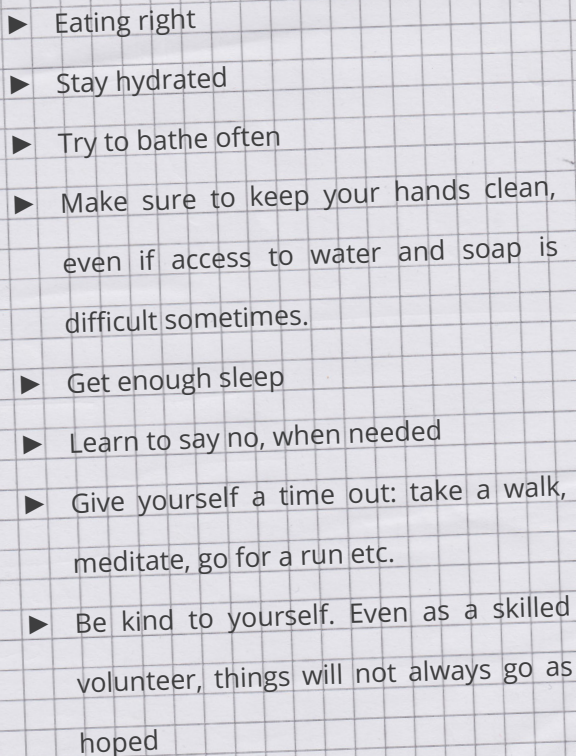
   On one hand, charitable and non-profit organizations recognize that volunteers are a vital human resource and will commit the appropriate infrastructure to support volunteer involvement. On the other hand, volunteers have responsibilities and should make a commitment to act with respect for the cause, the stakeholders, the organization and the community.

3. **STANDARDS OF PRACTICE FOR INVOLVING INDIVIDUALS IN MEANINGFUL WAYS TO ENSURE SUCCESSFUL INTEGRATION OF VOLUNTEERS WHILE MEETING THE NEEDS OF BOTH THE ORGANIZATION AND ITS VOLUNTEERS.**

The Importance of Self-Care for The Volunteer

Remember, a burnt-out volunteer is of no help to anyone. This is not an uncommon scenario amongst aid workers and volunteers. Sometimes, volunteers are so busy trying to arrange the care of others that they forget to carry properly for themselves. Therefore, it is crucial to include this kind of information attached or dedicate a training session for this reason. Points to mention:

- ▶ Eating right
- ▶ Stay hydrated
- ▶ Try to bathe often
- ▶ Make sure to keep your hands clean, even if access to water and soap is difficult sometimes.
- ▶ Get enough sleep
- ▶ Learn to say no, when needed
- ▶ Give yourself a time out: take a walk, meditate, go for a run etc.
- ▶ Be kind to yourself. Even as a skilled volunteer, things will not always go as hoped

Conclusions

In these extraordinary times, volunteers are, without any doubt, one of the cornerstones of our community, a true inspiration and they can only carry a message of hope for the world.

Differences in the concepts of volunteerism require, in many occasions, different policies. Furthermore, as the areas of involvement become broader for the volunteer programs and as the organizations involved increase, new data is needed to tackle new challenges. It remains a great challenge to regulate volunteering, because of the complexity and diversity of the voluntary sector across EU countries. To unleash the full potential of cross-border volunteering, the existing barriers need to be removed by setting uniform standards across the EU.

Although the benefits and motives of volunteerism vary across regions, the impact of volunteering underlines its positive consequences on skills enrichment, social cohesion, economic boost, health and cultural integration, among others. Accordingly, the need for collaborations with external actors is urgent to further develop the programs and ensure grants for their long-lasting effects.

Volunteer management should be a detailed but simple procedure for all the people involved. Useful tips before, during and after recruitment, were designed in a way that respects the rights and responsibilities of the volunteers and encourage initiative. In this context, the role of supervisor and/or Volunteer Coordinator is essential to lead effectively the program.

Moreover, globalization trends and the need for more diverse volunteer programs produce **COMPLICATED CHALLENGES THAT IF DEALT WITH CAN LEAD TO FANTASTIC RESULTS.** It is thus worth the effort to implement inclusive policies and overcome barriers with diversity training, to achieve cultural integration in the communities.

Although volunteers are an integral part of the community and of many civil society organizations today and their impact is undoubtfully significant, depending on their area of involvement, they may be recruited, managed and incentivized differently at times, even within the same country. It is essential to keep in mind that global conceptions

could standardize and simplify procedures for volunteer management but they also risk limiting the diverse ways in which volunteering is practiced and experienced globally.

As the world evolves rapidly, the contents of this Manual should be treated with flexibility and every organization has the obligation to always adapt it to its needs, receive positive and negative feedback and continue to ameliorate it in every possible way.

„1 billion volunteers
are giving their time
to make a difference.
We can do our best
to make them
give their best.“

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The **Orientation Manual for Volunteering** reacts to the changing landscape of volunteerism that organizations involved in volunteering programs or interested in launching one, are faced with. Drawing upon the findings of a research on volunteering conducted in four european countries, it introduces into the concept of volunteerism itself, its types, areas of involvement, motives and benefits as well as its economic and social impact. It furthermore offers a guide to volunteer management, comprising of 7 steps that include the necessary procedures before and after recruiting, it presents examples of best practice and provides templates for a personalized Orientation Manual for organizations.

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