WAKE-UP CALL:
VOLUNTEER MANAGER ROLE!

VOLUNTEER MANAGEMENT TRAINING CURRICULUM

Output leader:
Platform of Volunteer Centers
and Organizations (Slovakia)

TRAINING OBJECTIVES AND METHODS

Training Purpose and Objectives: The training purpose is to build the capacity of volunteer managers to implement effective volunteer programs, in order to engage volunteers effectively. Graduates of the training gain competencies in volunteer management.

Methods/Techniques: Group discussions, group work, activities, case studies, role-playing, experimental techniques, games, presentations, quiz, videos, brainstorming and exercises.

Levels: 2 levels - Basic and Advanced

Timeframe:
- Basic level: 36 hours
- Advanced level: 36 hours including 2 optional units: "Youth Volunteer Management" (6 hours) and "Employee Volunteer Management" (8 hours)
- A training hour consists of 60 minutes.

Training participants: Volunteer managers, volunteers and employers working with volunteers in nonprofit organizations.

Trainers: Trainers from organizations who have practical and theoretical expertise in volunteer management and have passed the training of trainers.

Grading Policy / Certification: Participants must attend min. 90% of the training. For completion, participants either work on practical tasks or write an assignment, for instance a volunteering policy document. Upon completion of all requirements participants will receive a training certificate.

Technical Requirements / Support: Training is organized in a quiet area provided by training organizations. Wi-fi, projector, computer, flip-chart and training materials are recommended. A proper space for interactive learning is required, together with all the office supplies.

Number of participants per training: 8 – 20 participants

SKILLS TO BE DEVELOPED

Volunteer Management Skills
Ability to manage and coordinate projects
Administrative and IT skills
Financial and economic literacy
Ability to deal with information in a confidential manner and respond with sensitivity
Ability to maintain records and produce clear written and oral reports
Ability to work across different sectors and developing links with other organisations

Ability to lead and positively influence others
Capacity to inspire and motivate others
Empathy and understanding of the need of others
Interpersonal skills and the ability to deal with a diverse range of people
Creativity and ability to innovate
Ability to work in a team and to foster a teamwork
Ability to work independently
Ability to solve and analyse problems
Adaptability and flexibility

Flexible and non-judgemental approach to people and work
Organisational skills and the ability to manage a variety of tasks
Sophisticated verbal and written communication skills
Ability to express him / herself clearly / make him/herself understood
Presentation skills
Decision making
Negotiation skills

LEARNING OUTCOMES

UNIT 1. Volunteering – definition, current situation, trends and challenges

SUBUNIT 1.1. Definition of volunteer, status of volunteering in the country, data and trends

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
1. Be able to explain the definition of volunteering and differentiate it from other concepts (such as civic engagement, internship, traineeship etc.)
2. Be able to describe the size, scope, trends and dynamics of volunteering in the country and Europe
3. Be able to identify the roles and functions of the volunteer centers and the available services the organization can access

SUBUNIT 1.2. Challenges in volunteering

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
4. Be able to identify challenges in the internal and external environment that may affect the volunteers and/or the volunteer program

SUBUNIT 1.3. Social value of volunteering

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
5. Be able to identify the benefits volunteering brings to the individual, the organization, the community and the society

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
6. Be able to identify proof of the social value of volunteering

UNIT 2. Rules and regulations for volunteering

SUBUNIT 2.1. Law/Regulations affecting volunteering

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
7. Be able to identify the laws and regulations at various levels that may affect the organizations' work with volunteers
8. Be able to describe the implications of these laws/regulations for the organization

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
9. Be able to apply or adapt the volunteering policy of the organization according to the applicable laws / rules / regulations

SUBUNIT 2.2. Developing the agreement between a volunteer and an organisation, rights and duties of both parties

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
10. Be able to draft the content of the volunteer contract/agreement between the volunteer and the organization in accordance with the applicable rules and regulations

SUBUNIT 2.3. Health and Safety Risk

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
11. Be able to identify the applicable laws and regulations regarding the health and safety risks for volunteers

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
12. Be able to manage the daily work with volunteers considering health and safety risks appropriately

SUBUNIT 2.4. Ethical code, principle of confidentiality and their use in practice

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
13. Be able to articulate the basic ethical principles guiding the work with and of volunteers

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
14. Be able to implement the application of ethical principles throughout the rules and regulations of the organization

UNIT 3. Volunteer Manager

SUBUNIT 3.1. Role of the volunteer manager

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
15. Be able to list the roles, tasks and responsibilities of the volunteer manager

SUBUNIT 3.2. Personal development and capacity of volunteer manager

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
16. Be able to identify individual values and motivation related to managing volunteers
17. Be able to describe the existing tools and techniques safeguarding the individual psychohygiene in order to prevent burnout

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
18. Be able to identify the characteristics of a professional relationship with volunteers that entails handling own and volunteers' emotions in a way that enables the organization and the volunteers to meet their objectives
19. Be able to apply assertiveness, empathy and authenticity in the communication with volunteers and integrate feed-back from volunteers

UNIT 4. Management of the work relationships involving volunteers

SUBUNIT 4.1. Proper working environment and resources for volunteers

LEARNING OUTCOMES -After completing the BASIC training the Volunteer Manager will:
20. Be able to identify the characteristics of the adequate working environment (including physical space) needed to enable the work of volunteers

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
21. Be able to argue the need of the adequate space and necessary resources to enable the work of volunteers

SUBUNIT 4.2. Promoting and developing a productive working relationships between volunteers and employees/trustee/beneficiaries

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
22. Be able to communicate crucial information concerning the involvement and the work of volunteers to employees/trustees/beneficiaries
23. Be able to identify challenges in the organisation that might affect the productive working relationships between volunteers and employees/trustees/beneficiaries

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will
24. Be able to facilitate the interaction between the employees/trustees/beneficiaries in ways that enable volunteers to do their work meaningfully and be properly supported and recognized

UNIT 5. Strategy and planning of the volunteer program

SUBUNIT 5.1. Developing the volunteering policy of the organization

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
25. Be able to develop the volunteering policy of the organization and all necessary supporting documents based on organizational needs and in ways that enable its implementation
26. Be able to integrate all the volunteer management steps into the volunteering policy document

SUBUNIT 5.2. Importance of volunteering contribution to overall strategy of the organisation

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will
27. Be able to identify the contribution volunteers can make to the strategic goals of the organization

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
28. Be able to set concrete indicators for measuring the contribution of volunteers to the strategic goals of the organization

SUBUNIT 5.3. Identifying the needs and expectations of organisations

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
29. Be able to identify the necessary steps that lead to adequate planning of the volunteer involvement in the organization following existing rules and regulations
30. Be able to identify needs of organisations which can be met by involvement of volunteers.

SUBUNIT 5.4. Development of volunteer role descriptions and volunteer profile

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
31. Be able to define the role description of volunteers in a way which is open to volunteers with diverse needs, abilities, backgrounds and preferences

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
32. Be able to identify the learning and development dimensions of volunteering when defining the role descriptions for volunteers

SUBUNIT 5.5. Budgeting the volunteer program

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
33. Be able to provide input to the organizational budgeting process with regard to the funding needs of the volunteer program

SUBUNIT 5.6. Obtaining funds for volunteering

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
34. Be able to identify and contribute to accessing relevant sources of funding that can support the volunteering activities

SUBUNIT 5.7. Volunteer Data Management

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
35. Be able to develop and maintain complete, accurate and up-to-date record of data and information related to the volunteer activity according to applicable rules and regulations
36. Be able to define the legal requirements regarding data protection of volunteers and record keeping of the volunteer activity

UNIT 6. Volunteer recruitment and selection

SUBUNIT 6.1. Establishing the criteria for volunteer recruitment

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
37. Be able to define fair, clear and transparent criteria for assessing the suitability of potential volunteers
38. Be able to explain the need to communicate the recruitment criteria to all candidates and available tools

SUBUNIT 6.2. Tools and ways for promoting volunteering outside of the organization

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
39. Be able to identify tools and ways of promotion volunteering to potential volunteers including all potential media and stakeholders/places that are available and appropriate to use for promotion considering the target volunteer group
40. Be able to involve volunteers/ staff/ colleagues/ stakeholders into the promotion and recruiting process

SUBUNIT 6.3. Timeframe for promotion/recruiting

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
41. Be able to set up reasonable timeframe suitable for promotion and recruitment of volunteer activities

SUBUNIT 6.4. Development of tools of volunteer recruitment

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
42. Be able to identify existing tools and methods for volunteer recruitment and selection
43. Be able to implement selected tools and methods for volunteer recruitment and selection according to the volunteer activity/position

SUBUNIT 6.5. Involving the relevant experts into recruitment

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
44. Be able to involve the relevant people in the volunteer recruitment and selection process

SUBUNIT 6.6. Challenges in recruitment

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
45. Be able to conduct an interview with the potential volunteers
46. Be able to select suitable volunteers according the settled criteria
47. Be able to provide relevant and timely feedback to applicants who are not suitable for the volunteer roles available in the organization

UNIT 7. Volunteer Orientation and Training

SUBUNIT 7.1. Volunteers Guidebook

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
48. Be able to define and develop the structure and content of volunteers guidebook involving all necessary information, contacts, communication flow and documentation governing and influencing the volunteers' activity

SUBUNIT 7.2. Identifying the training needs of volunteers

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
49. Be able to identify tools and methods that can help identify the training needs of volunteers

SUBUNIT 7.3. Timing, content and methods for volunteer orientation and training

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
50. Be able to prepare the structure, timeframe, methods and content of the training for volunteers
51. Be able to identify external resources (such as relevant experts) into designing and providing training for volunteers

UNIT 8. Volunteer motivation, retention and recognition

SUBUNIT 8.1. Motivation towards volunteering

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
52. Be able to identify different tools and strategies for motivating volunteers

SUBUNIT 8.2. Developing the tailored motivational and recognition strategy for volunteers

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
53. Be able to develop tailored motivation and recognition strategies for volunteers in the organization

SUBUNIT 8.3. Tools of volunteering retention and recognition

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
54. Be able to identify and use tools, methods and strategies for proper recognition of volunteers' activity, achievements, and contribution

UNIT 9. Supervision and support for volunteers and volunteer managers

SUBUNIT 9.1. Definition and role of supervision and support

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
55. Be able to define the role of support and supervision for volunteers
56. Be able to describe the available tools for providing support and supervision for volunteers
57. Be able to identify the elements important for and enable the creation of a secure and supportive environment in which volunteers feel comfortable to communicate about their problems
58. Be able to explain the importance of appropriate time and place for the support and supervision of volunteers

SUBUNIT 9.2. Supervision methods

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
59. Be able to identify appropriate methods for supervision of volunteers

UNIT 10. Recognition of competences gained through volunteering

SUBUNIT 10.1. Keeping evidence of competences gained through volunteering

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
60. Be able to identify the knowledge, skills and competences volunteers are able to develop during their volunteer activity
61. Be able to explain the importance of providing adequate support and guidance for volunteers to develop and pursue learning and development objectives
62. Be able to explain the importance of monitoring and documenting the volunteers' learning and development process
63. Be able to identify the roles other people (staff / leadership / other volunteers / beneficiaries etc.) can play in the process of documenting the learning and development of volunteers

SUBUNIT 10.2. Tools and methods of recognition of competencies gained in volunteering

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
64. Be able to describe the existing procedures and tools available for recognizing the knowledge, skills and competences gained through volunteering
65. Be able to explain the process of using the recognition tools
66. Be able to identify the applicable procedures and/or requirements that will enable the organization to issue recognition certificates for volunteers

- ## SUBUNIT 10.3. Support for using volunteer recognition outside of the organization (CVs, potential employer)

- LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
67. Be able to demonstrate to volunteers how to use their recognition certificates outside the volunteer activity
68. Compare and present successful case studies on the use of recognition certificates by volunteers from the organization

- # UNIT 11. Volunteer termination

- ## SUBUNIT 11.1. Reasons for leaving volunteering

- LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
69. Be able to identify reasons for termination of volunteering activity by the volunteer and/or by the organization

SUBUNIT 11.2. Dealing with conflict involving volunteers

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
70. Be able to define the internal policies and procedures addressing problems affecting volunteer activities
71. Be able to define a procedure for communication, documentation and decision making that needs to be followed problems involving volunteers occur

SUBUNIT 11.3. Exit interview

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
72. Be able to develop tailored exit interview structures for volunteers terminating their involvement
73. Be able to conduct an exit interview

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
74. Be able to define a procedure for using the information gathered during the exit interviews

UNIT 12. Evaluation and monitoring of volunteers and volunteer program

SUBUNIT 12.1. Monitoring and evaluation strategy

LEARNING OUTCOMES - After completing the BASIC training the Volunteer Manager will:
75. Be able to explain the structure of the monitoring and evaluation strategy for volunteer activity
76. Be able to develop tools and methodologies for monitoring and evaluation of volunteer activity involving more parties

SUBUNIT 12.2. Evaluation reports

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
77. Be able to support the involvement of volunteers in the overall evaluation processes within the organization
78. Be able to identify how to use the results of the evaluation of volunteers to improve volunteers' learning, development and performance

SUBUNIT 12.3. Economic value of volunteering

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
79. Be able to set up an agreed system for measuring the economic value of volunteering and suggest possible use of the results

UNIT 13. Employee volunteering

SUBUNIT 13.1. Definition and reasons for employee volunteering

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
80. Be able to identify and differentiate various forms of employee volunteering and company involvement (skills-based volunteering, pro-bono volunteering, team volunteering, virtual volunteering, mentoring, etc.)
81. Be able to articulate the benefits of employee volunteering for employees / company / beneficiaries / society overall

SUBUNIT 13.2. Planning employee volunteering and developing partnerships

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
82. Be able to identify all the steps needed to develop fruitful partnerships with companies and organizations involved in employee volunteering
83. Be able to articulate the roles and responsibilities of each party involved in employee volunteering (the organization, the beneficiaries, the company, the employee volunteers, the broker etc.)

SUBUNIT 13.3. Employee volunteer management

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
84. Be able to adapt the general volunteer management process and tools to the specifics of employee volunteering
85. Be able to organize employee volunteering activities

UNIT 14. Youth volunteering

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
86. Be able to identify the specifics of youth volunteering (regarding motivation, reach out, communication, messages, preferred activities etc.)
87. Be able to adapt the general volunteer management process and tools to the specifics of youth volunteering
88. Be able to describe existing tools and methods for empowering vulnerable youth to volunteers
89. Be able to identify the needs of young volunteers for supervision and support in defining and pursuing learning and development objectives

UNIT 15. Quality Standards

SUBUNIT 15.1. Mission of quality standards

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
90. Be able to articulate the added values that application of quality standards for volunteer management brings for the organization, the volunteers, and the beneficiaries

SUBUNIT 15.2. Indicators

LEARNING OUTCOMES - After completing the ADVANCED training the Volunteer Manager will:
91. Be able to explain the existing quality standards in the country and the available tools, methods and support for the implementation of the quality standards

ABOUT THE PROJECT

The project "Wake-Up call: Volunteer Manager Role!" is implemented by Pro Vobis National Resource Center for Volunteerism Romania (www.provobis.ro) in partnership with Association for Civil Society Development SMART Croatia (www.smart.hr), Brivpratigais.LV (www.brivpratigais.lv), National Volunteer Centre Hungary (www.oka.hu, www.onkentes.hu) and Platform of Volunteer Centers and Organizations Slovakia (www.dobrovolnickecentra.sk) from November 1st 2014 until April 30th 2016, and funded by the European Union under the Erasmus+ Program, contract number 2014-1-RO01-KA205-002734.

The project aims to increase the quality of volunteerism by taking volunteer management to the next quality level based on tailor-made occupational profile, comprehensive training curricula and competence validation procedure for experienced volunteer managers according to the new occupational profile, quality standards for volunteer management, and creation of support structures in the form of professional communities for volunteer managers. The project objectives are:

- to enhance the quality and relevance of the learning offer in volunteer management in general and volunteer management in the youth field in particular through the development of tailored training curricula based on a competence based occupational profile, the development of quality standards in volunteer management, and the development of validation instruments for competences acquired in non-formal or informal learning;
- to increase the use of European reference tools for recognition, validation and transparency of competences and qualifications in the field of volunteer management by stimulating the volunteer managers in 5 countries to use the available and appropriate Europass tools;
- to improve the capacities of the 5 resource organizations involved in the project in the area of quality of services and targeted activities for specific groups (namely volunteer managers), project management and internationalization, enhancing the dynamic, committed and professional environment in the organizations.

The project includes activities aimed at strengthening the cooperation between resource organizations from 5 European countries (Romania, Hungary, Croatia, Slovakia, and Latvia) with a view to:

- exchange good practices in volunteer management,
- develop, test and implement innovative practices in relation to volunteer management in general and volunteer management in the youth field in particular, and
- facilitate recognition and validation of knowledge, skills and competences acquired through formal, non-formal and informal learning.

The project produces four main outputs:

- The Volunteer Manager Occupational Profile
- The Quality Standards for Volunteer Programs
- The Training Curriculum for Volunteer Managers
- The Instrument for Validation of Competences as Volunteer Manager

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2016

Members of: