



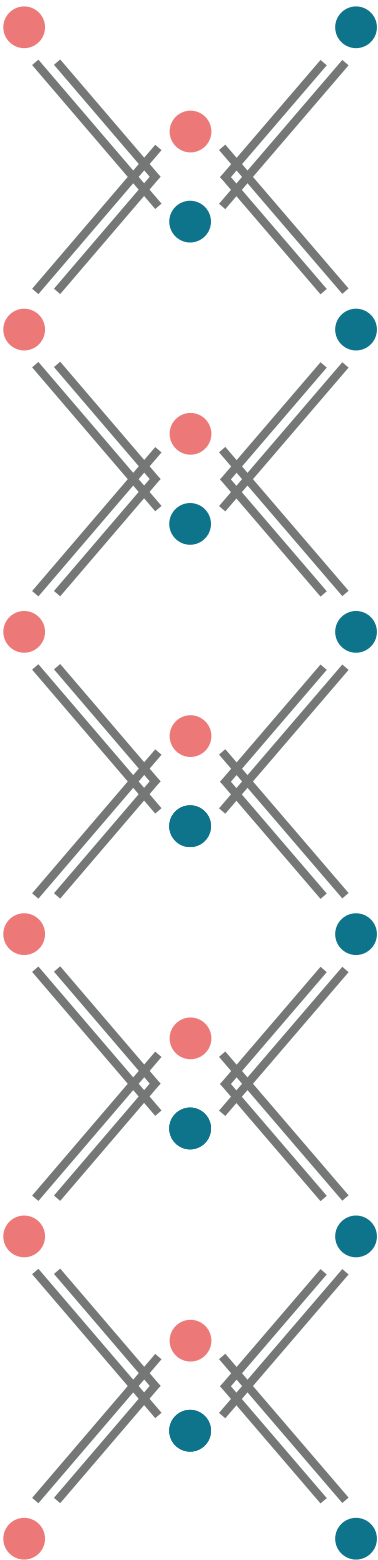
**WAKE-UP CALL:
VOLUNTEER MANAGER ROLE!**



QUALITY STANDARDS FOR VOLUNTEER PROGRAMS

Output leader:

Association for Civil Society
Development SMART (Croatia)



THIS TOOL CONSISTS OF TWO PARTS:

- The introduction, where the reader / potential user gets information about what quality is in relation to the organizers of volunteering, how to apply the quality standards for the volunteer programs and who can apply them, what we mean by "volunteer program" and the method of applying the quality standards;
- The standards for volunteer programs, presenting the standards and the respective quality criteria and the proposed evidence that proves the extent to which the volunteer program is in accordance with the minimum quality standards.

● INTRODUCTION

● The term "**quality**" is often used as a very broad concept, but when we think about the quality and the organizers of volunteering, we refer to the learning and recognition of what the organization does well and what is trying to do / develop in the field of the management and involvement of the volunteers in the organization. The quality standards of volunteer programs prove and improve the effectiveness of working with volunteers and contribute to enhancing the credibility and reputation of the organization in the community in which it operates.

● "**Volunteer program**" covers all aspects that must be taken into account if the organization involves volunteers in its activities or services provided to the various target groups. It is based on the volunteer management cycle and it provides answers to questions about why we include volunteers and what is achieved by that, how and where we include them, how are they prepared for the activities in which they will be included, how we monitor their work and support them and how we reward them for their volunteer work.

The Quality standards are designed for the organizations that want to develop a quality volunteer program. The main objective of the quality standards is to ensure the quality of volunteer programs in order to improve the process of volunteering.

The organization has to do a self-assessment according to the defined standards and the associated criteria. Each standard and criterion are evaluated according to the list of proposed evidence. For each standard and criterion there is the minimum suggested evidence. The organization is encouraged to use the evidence that is most applicable to their work. It's important to remember that one document can be evidence for several different criteria. For example, the regulations/policy on working with the volunteers can be evidence of the criterion "*The decisions and regulations are in accordance with the Law on Volunteering or other laws or policies*" and of "*The organization has clear criteria for volunteer selection that comply with defined volunteer job descriptions*" criterion.

It is unnecessary for the organization to pile up a lot of different documents as evidence. It is more efficient to use the documents that can serve as evidence for several different criteria. To make this instrument as practical as possible and easier to use, the organizations will find a table for listing the evidence submitted/attached at the end of each standard. This space is planned for indicating the evidence that the organization has and is prepared to submit or attach for the purpose of this self-assessment process.

The self-assessment is focused on identifying the areas in the volunteer program that are developed and

the ones that need improvement. The organization can choose between 3 proposed marks:

- 1 – We don't have it or we don't fulfill the criterion
- 2 – We're developing it or just started to develop it
- 3 – We have it or we've fulfilled the criterion completely

For the criteria that need improvement, the organization should develop an action plan as a result of the self-assessment. All the tasks from the action plan should be assigned to persons who will work on them in order to meet the proposed criteria and standards. After the implementation of the action plan, another self-assessment needs to be done in order to check whether there are improvements and set up another action plan, if necessary. The quality assurance needs to be understood as a continuous process that leads to long-term improvements. We recommend that in this process the organizations include everyone involved in the volunteer program: colleagues, volunteers and beneficiaries.

In order to bring the evaluation to a higher level, there could also be a possibility for external evaluation of the organizations self-assessment by qualified assessors or a validation body comprised of experts in the field of volunteer management and volunteering in general.

QUALITY STANDARDS FOR VOLUNTEER PROGRAMS

The quality standards are divided into two sections:

- Preparing the organization for the volunteer program
- The Volunteer Program – consisting in two sub-sections: designing a volunteer job description and the inclusion of appropriate volunteers and creating an environment in which the volunteers have a sense of belonging and want to stay in the organization.

The quality standards for volunteer programs allow the organization to thoroughly assess the involvement and management of volunteers based on defined quality standards of the volunteer programs. If the organization has not yet established and developed a volunteer program, these new standards will assist in developing a high quality volunteer program from scratch.

SECTION 1. Volunteering – Definition, Current Situation, Trends and Challenges; Rules and Regulations for Volunteering

STANDARD: The organization is familiar with and respects the legal and ethical framework related to working with volunteers.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
The organization understands the definition of a volunteer and volunteering as it is widely accepted in the country and/or by the respective laws, policies and regulations and applies this knowledge when working with the volunteers.	<ul style="list-style-type: none"> • Organization materials • Website • Internal policy • Regulations on working with volunteers 						
The decisions and regulations are in accordance with the Law on Volunteering or other laws or policies (e.g. the laws on the prevention of discrimination and protection of privacy and confidentiality of data).	<ul style="list-style-type: none"> • Regulations on working with the volunteers • The volunteer contract • The organizations' ethical code of conduct for volunteers 						
The personal data of all volunteers is kept and protected in accordance with the law.	<ul style="list-style-type: none"> • Specific documentation related to record-keeping 						
The rights and responsibilities of volunteers are clearly defined within the organization.	<ul style="list-style-type: none"> • Regulations on working with volunteers • Volunteer agreement • The minutes from team meetings 						

<p>The organization is keeping evidence of an agreement (verbal or written) on volunteering, that is developed in accordance with the respective legal framework.</p>	<ul style="list-style-type: none"> • Volunteer agreement • Written evidence of an agreement • Regulations on working with volunteers • Certificate of the volunteer experience (in case of a verbal agreement) 										
<p>Proper insurance is bought to minimize the responsibility of volunteers and organizations.</p>	<ul style="list-style-type: none"> • Insurance policies for volunteers • Volunteer agreement 										

<p align="center">THE LIST OF EVIDENCES SUBMITTED/ATTACHED</p>											
<p align="center">Please indicate the evidence you have submitted/attached to each criterion</p>											
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SECTION 2. The Volunteer Manager and the Management of the Work Relationships Involving the Volunteers

STANDARD: The organization understands and supports the crucial role of a volunteer manager and the management of work relationships for the effectiveness of a volunteer program in the organization.



QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
There is a specific person in the organization responsible for volunteer coordination, administrative tasks related to the volunteer program and for informing the other colleagues but also other people outside the organization about volunteering.	<ul style="list-style-type: none"> • Materials of the organization • Website • Internal policy • Regulations on working with volunteers 						
A written job description is developed for the volunteer manager which is regularly evaluated.	<ul style="list-style-type: none"> • The job description of the volunteer manager or elements of jobs, tasks and responsibilities of the volunteer manager involved in the job description of the person who coordinates the volunteers 						
The volunteers but also the staff members of the organization know who the key contact person for the volunteers is.	<ul style="list-style-type: none"> • The volunteer job description • Materials of the organization • Website • Regulations on working with volunteers • The volunteers evaluation of the volunteer program 						
The volunteer manager is working with the staff, the local volunteer centers and other organizations to encourage the effectiveness of the volunteer program.	<ul style="list-style-type: none"> • The contacts with the volunteer center and other organizations • Application in the volunteer centers database for volunteer involving organizations. • Reports to the ministries or similar public administration bodies • The minutes from meetings 						

<p>The opportunities for professional development of the volunteer manager are regularly presented, created and used.</p>	<ul style="list-style-type: none"> • Documentation on professional training of the volunteer manager (e.g. certificate of completion of training, materials and certificate of participation at conferences) 									
<p>The employees are educated and given recognition for working effectively with the volunteers.</p>	<ul style="list-style-type: none"> • The minutes from team meetings • The assessment of volunteer satisfaction regarding working in the organization and with a team of other volunteers and staff 									
<p>The borders of the volunteer roles are clear and communicated within the organization and to all involved in volunteering.</p>	<ul style="list-style-type: none"> • Defined written expectations towards volunteers and organization which form an integral part of the materials for volunteers. • Orientation/information package consisting of documents/information relevant for adequate introduction of selected volunteers into the organization 									
<p>The volunteers are considered equal team members.</p>	<ul style="list-style-type: none"> • The minutes from team meetings • The assessment of volunteer satisfaction regarding working in the organization and with a team of other volunteers and staff 									
<p>The volunteers are encouraged to evolve within the organization.</p>	<ul style="list-style-type: none"> • The volunteers evaluation of the volunteer program • Team meetings minutes • The revised volunteer job description 									



<p>The feedback from the volunteers is welcomed and is used for planning and evaluating the organization.</p>	<ul style="list-style-type: none"> • The volunteers evaluation of the volunteer program • Team meetings minutes • Records of supervisory meetings with the volunteers 					
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THE LIST OF EVIDENCES SUBMITTED/ATTACHED

Please indicate the evidence you have submitted/attached to each criterion

SECTION 3. Strategy and Planning a Volunteer Program

STANDARD: Focus on the mission - The board of directors, the management and the staff recognize and support the crucial role of volunteers and volunteering in achieving the purpose, mission and strategy of the organization and there is a general perception within the organization that volunteering is a two-way process that benefits the volunteers as well as the organization. Volunteer job descriptions are referring to the mission or purpose of the organization and involve volunteers in meaningful activities that reflect the skills, needs and experiences of the volunteers and the organization.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
<p>The board of directors / the governing board decide on the crucial role of volunteers in achieving the organization's mission.</p>	<ul style="list-style-type: none"> • Minutes of board meetings • Regulations/policy on working with volunteers • Strategic plan 						

<p>The process of organizational planning involves volunteers as a resource to achieve the overall mission of the organization.</p>	<ul style="list-style-type: none"> • Minutes of board meetings • Regulations/policy on working with volunteers • Strategic plan 					
<p>The board of directors / the governing board approve the general objectives of the volunteer involvement in the organization.</p>	<ul style="list-style-type: none"> • Minutes of board meetings • Regulations/policy on working with volunteers 					
<p>Objectives relating to the inclusion of volunteers are regularly evaluated by the Board of Directors/Governing board.</p>	<ul style="list-style-type: none"> • Minutes of board meetings • Regulations/policy on working with volunteers 					
<p>The resources needed to include volunteers are planned.</p>	<ul style="list-style-type: none"> • The annual budget of the organization and project budgets • Records of costs related to volunteers (travel orders, cost of transportation and food, daily allowances for volunteers, awards for volunteers costs) 					
<p>The organization provides appropriate space, equipment and environment for the volunteers to perform assigned tasks.</p>	<ul style="list-style-type: none"> • Volunteer job description (with clearly stated space and equipment necessary) • The volunteer evaluation of the volunteer program • The minutes from team meetings 					





The volunteer job descriptions reflect the needs of the organization and include written descriptions of duties, responsibilities, expected results, the necessary knowledge and skills, the required time and the benefits of volunteering for volunteers.

- Volunteer job descriptions

When creating a new volunteer job description, the volunteer manager consults with the volunteers and the employees of the organization.

- Team meetings minutes
- Volunteer work evaluation
- The records of supervisory meetings with volunteers

The volunteer job descriptions are regularly being evaluated with the staff and the volunteers to ensure their relevance and value.

- Team meetings minutes
- Volunteer work evaluation
- The records of supervisory meetings with volunteers

The organization is open for the involvement of and work with volunteers with special needs in its volunteer program.

- Volunteer profile
- Volunteer application forms

When preparing a volunteer job description the organization assesses the potential risks for volunteers.

- Minutes of the risk assessment of the voluntary position / risk assessment forms

All the relevant documentation of volunteers (e.g. application form, volunteer job description, timesheet, volunteer agreement) is stored efficiently.

- Volunteer folder

THE LIST OF EVIDENCES SUBMITTED/ATTACHED

Please indicate the evidence you have submitted/attached to each criterion

SECTION 4. The Volunteer Program

4.1. The Recruitment and Inclusion of Appropriate Volunteers

STANDARD: The organization is open to involving volunteers who reflect the diversity of the local community and strives to do so in accordance with its objectives and clearly defined strategies /approaches in recruiting volunteers to ensure a sufficient number of volunteers.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
When recruiting volunteers, the organization realistically and clearly states the volunteer assignments and its expectations from the volunteers.	<ul style="list-style-type: none"> • Different promotional materials of the organization/volunteer position • The website of the organization • Notifications on the social networks used by the organization • Volunteer job description 						



The information about the organization and the way in which volunteers can get involved is available to the general public through various methods of recruiting volunteers that comply with defined volunteer job descriptions.

- Different promotional materials of the organization which show that the organization includes volunteers and how citizens can apply for volunteering
- Website of the organization
- Notifications on the social networks used by the organization



The organization recruits and selects volunteers with different backgrounds and experiences so the volunteer base of the organization represents the community in which the organization operates.

- The volunteers application forms
- The list and profile of volunteers involved

THE LIST OF EVIDENCES SUBMITTED/ATTACHED

Please indicate the evidence you have submitted/attached to each criterion

STANDARD: Selection and interviewing - the organization has clearly defined the selection and interview process which is familiar to everybody in the organization, and consistently applied.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
The organization has clear criteria for volunteer selection that comply with defined volunteer job descriptions.	<ul style="list-style-type: none"> • Regulations/policy on working with volunteers • Volunteer job description 						
The selection and interview are applied consistently and are based on the volunteer job descriptions in order to avoid bias or discrimination in the selection of volunteers.	<ul style="list-style-type: none"> • Regulations/policy on working with volunteers • The volunteers application forms • Records / minutes of the interviews conducted with volunteers • Volunteer job description 						
The people interested in volunteering receive clear information about the selection and inclusion process of the volunteers and what they can expect from the organization and vice versa.	<ul style="list-style-type: none"> • Different promotional materials of the organization which show that the organization includes volunteers and how citizens can apply for volunteering • Website of the organization • Notifications on the social networks used by the organization 						
The organization requires relevant information from volunteers and records them in a consistent manner.	<ul style="list-style-type: none"> • Records/minutes from interviews • The volunteers application forms • List and profile of volunteers involved 						
The required skills or qualifications are based on the volunteer job description in order to avoid bias or discrimination in the selection of volunteers.	<ul style="list-style-type: none"> • Volunteer job description 						

Each volunteer is notified if his/her application has been unsuccessful, with appropriate feedback and, if necessary, referred to other organizations.

- Records / minutes of the interviews or meetings conducted with volunteers
- Other correspondence (e-mails)

THE LIST OF EVIDENCES SUBMITTED/ATTACHED

Please indicate the evidence you have submitted/attached to each criterion

4.2. Creating an environment in which volunteers have a sense of belonging and want to stay

STANDARD: Orientation and training - The organization makes sure to familiarize each volunteer with the organization, its decisions and practices, including the rights and obligations of the volunteers. The training provided to the volunteers meets the needs according to the volunteer job description, and their individual needs.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
The volunteers are introduced and informed about the history, mission and the structure of the organization.	<ul style="list-style-type: none"> • Orientation/information package consisting of documents / information relevant for adequate introduction of selected volunteers into the organization (i.e. strategic plan, the contact info of the volunteer manager, space orientation, organization's programs/projects) • Training plan 						
Volunteers are introduced and informed about the decisions and regulations that relate to their role in the organization.	<ul style="list-style-type: none"> • Training plan • Regulations on working with volunteers • Written feedback from volunteers 						
All the new volunteers are familiar with the relevant employees and the other volunteers with whom they will come into contact.	<ul style="list-style-type: none"> • Orientation/information package consisting of documents/information relevant for adequate introduction of selected volunteers into the organization • Training plan • Regulations on working with volunteers • Written feedback from volunteers 						





<p>The volunteers receive appropriate training to perform their role, while not endangering themselves or others.</p>	<ul style="list-style-type: none"> • Participants list • Training plan • Evaluation of educational activities 									
<p>The volunteers have the opportunity for continuous training and upgrading the skills that are relevant for their volunteer activities and their personal and competence development.</p>	<ul style="list-style-type: none"> • Records of conducted additional training of volunteers • Records of volunteers participation in additional training outside the organization • Written feedback from volunteers 									
<p>The volunteers are informed about the procedures that are available to them if they want to complain about the behavior of employees, customers, board members or other volunteers.</p>	<ul style="list-style-type: none"> • Regulations on working with volunteers • Written feedback from volunteers 									

THE LIST OF EVIDENCES SUBMITTED/ATTACHED

Please indicate the evidence you have submitted/attached to each criterion

STANDARD: Supervision and support - the volunteers are provided with adequate supervision and support in accordance with the objectives and they are free to receive and give feedback.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
The organization offers support/supervision either on one-on-one basis and/or group basis, depending on the needs, relevant to the level of responsibility and emotional engagement to perform volunteer activities.	<ul style="list-style-type: none"> Records / minutes from supervision of volunteers Regulations on working with volunteers 						
All volunteers know what forms of support/supervision the organization offers, and whom to contact about their volunteer positions	<ul style="list-style-type: none"> Volunteer job description Written feedback from volunteers 						
The quality of the volunteer work is estimated regularly.	<ul style="list-style-type: none"> Records /minutes from evaluation of volunteers work Written feedback from volunteers 						
The situations that require disciplinary action and termination of the voluntary agreements are dealt with fairly and consistently on the basis of decisions and regulations, while respecting the safety and dignity of everyone involved.	<ul style="list-style-type: none"> Regulations on working with volunteers 						



<p>The volunteers are aware that they can refuse demands they consider unrealistic, beyond the scope of their role or if they do not have adequate skills to perform them.</p>	<ul style="list-style-type: none"> • Volunteer agreement • Regulations on working with volunteers 									
<p>The volunteers are encouraged to give feedback on their role and their involvement in the work of the organization.</p>	<ul style="list-style-type: none"> • Records / minutes from supervision of volunteers • Written feedback from volunteers 									
<p>The volunteers are aware of the procedures and possible reasons for termination of the volunteering activity, from both sides.</p>	<ul style="list-style-type: none"> • Volunteer agreement • Regulations on working with volunteers 									

THE LIST OF EVIDENCES SUBMITTED/ATTACHED

Please indicate the evidence you have submitted/attached to each criterion

STANDARD: Recognition and retention of volunteers - The entire organization is aware of the importance of giving recognition to volunteers and the volunteers are consistently given formal and non-formal recognition for their contribution.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
The board of directors / governing board and the employees recognize the value of voluntary contributions and effectively communicate their appreciation to volunteers, both formally and non-formally.	<ul style="list-style-type: none"> • Regulations on working with volunteers • The minutes and decisions of the board meeting • Written policy of rewarding volunteers (including formal and non-formal rewarding) 						
The organization has developed a formal and non-formal system of recognition for the volunteers based upon time engagement, continuous feedback or monitoring and the results of the volunteer work.	<ul style="list-style-type: none"> • Written policy of rewarding volunteers (including formal and informal rewarding) • The budget item related to the costs of rewarding volunteers 						
The management provides regular feedback to the volunteers on the quality of their work.	<ul style="list-style-type: none"> • Written feedback from volunteers • Recent communication – such as emails 						
The volunteers who leave the organization receive adequate proof of their volunteering time and/or achievements.	<ul style="list-style-type: none"> • Certificates on their volunteer activity • Letters of thanks to volunteer • Letter of recommendation 						
The knowledge, skills and competences that could be gained through a volunteer position are regularly monitored and the volunteers are given feedback by their volunteer manager/supervisor related to the competences gained.	<ul style="list-style-type: none"> • Records/minutes from monitoring of volunteers • Written feedback from volunteer manager/supervisor. 						

<p>The volunteers can receive a certificate of the competences gained through their volunteer experience.</p>	<ul style="list-style-type: none"> • Certificates/portfolios or other validation tools which prove the evidence of competence gained 									
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THE LIST OF EVIDENCES SUBMITTED/ATTACHED										
<p>Please indicate the evidence you have submitted/attached to each criterion</p>										
Empty space for evidence submission										

STANDARD: Evaluation and monitoring of the volunteers and the volunteer program - The impact and contribution of the volunteers and the volunteer program are carefully monitored in order to ensure the needs of the organization.

QUALITY CRITERIA	PROPOSED EVIDENCE	SCALE			ACTION PLAN		
		1	2	3	TASK(S)	WHO	DEADLINE
<p>The annual performance objectives for volunteer program are established.</p>	<ul style="list-style-type: none"> • Operational plans of the organization • The annual plan and program of the organization • The strategic plan of the organization 						
<p>The goal achievement is evaluated on an annual basis.</p>	<ul style="list-style-type: none"> • The minutes of the volunteer program objectives evaluation 						

<p>The objectives of volunteer involvement are regularly evaluated by the board.</p>	<ul style="list-style-type: none"> • The minutes of the Board of Directors/ Governing board meetings 									
<p>Volunteers have the opportunity to express their opinion about the volunteer program, the organization's work, its decisions and regulations, and to participate in decision-making.</p>	<ul style="list-style-type: none"> • Evaluation forms / assessment of volunteer program by volunteers • The level of satisfaction with the volunteer program by volunteers • Records / minutes from meeting with volunteers 									
<p>The beneficiaries of the volunteer activities, if they wish so, can provide feedback on the quality of the volunteer activities.</p>	<ul style="list-style-type: none"> • The level of satisfaction with the volunteer program by the beneficiaries of voluntary activities • Minutes from meetings with beneficiaries 									

THE LIST OF EVIDENCES SUBMITTED/ATTACHED

Please indicate the evidence you have submitted/attached to each criterion





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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WAKE-UP CALL: VOLUNTEER MANAGER ROLE!



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