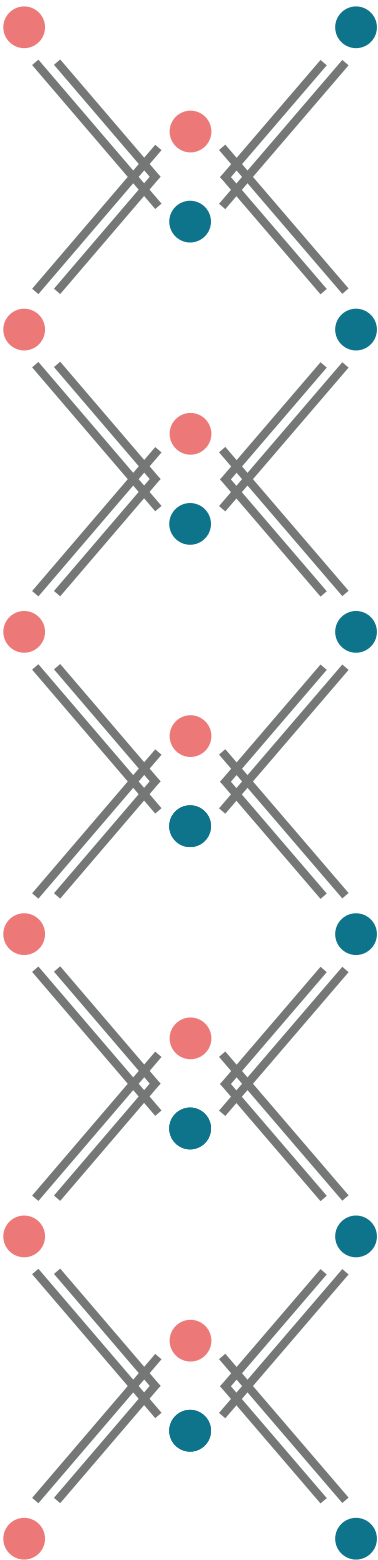**WAKE-UP CALL:
VOLUNTEER MANAGER ROLE!**

INSTRUMENT FOR VALIDATION OF COMPETENCES FOR VOLUNTEER MANAGERS

Output leader:
National Volunteer Centre
ÖKA (Hungary)

GUIDE TO THE VALIDATION OF VOLUNTEER MANAGERS

More and more people are interested in volunteering and thus management of volunteers became a rising issue lately. As there are plenty of people wanting to learn volunteer managemen, we provide training for them. However, there are also a great number of professionals who have been managing volunteers with or without prior education in this specific area for a number of years.

We would like to offer them the possibility to gain a „Volunteer Manager" certificate by validating their prior experiences, thus earning the same title as those participating in a volunteer management training. This means that the knowledge gained in different learning and working environments will be assessed by an Expert (Assessor) from a Validation Body, by using predefined training and qualification requirements that are corresponding to the Volunteer Manager Profile and the training curriculum of Volunteer Manager.

Who can apply for validation of prior experiences of Volunteer Manager?
As a minimum eligibility requirement, applicants must have completed the final exam in secondary school. To be certified by a Validation Body and earn the right to receive the Volunteer Manager certificate, applicants must have accumulated at least two years of demonstrated experience in volunteer management. The length of the experience requirement was set at two years; this length of time has been deemed sufficient to ensure that an individual is capable of operating at a professional level in volunteer management.

How does it happen?
Specific criteria (equivalent to the learning outcomes of the Volunteer Manager Training curriculum) have been established during the project that define what a Volunteer Manager is meant to be. Reading the Volunteer Manager Profile will give you a broad overview of the possible tasks of a Volunteer Manager. Determinations as to whether a given applicant's experience meets the established criteria are made by an Assessor from a Validation Body. The Assessor is responsible for making determinations as to the appropriateness and adequacy of qualifications of individuals who have applied for validation. The Assessor is appointed by the Validating Body.

Steps of the validation process:
The initial step is to fill out the online application form including a questionnaire. The application form was designed specifically to give the Assessor the information that is most relevant for the decision. The form is

filled-in based on self-assessment. The application form also requires supporting documentation:

1. A chronological overview which includes employment history with starting and finishing dates for each listed position. The applicant should include the month and year he/she began and ended each position. A good example is the Europass Curriculum Vitae. Functional resumes do not provide the required information.
2. Job descriptions detailing current and relevant jobs in Volunteer Management which make up the two years of experience. The job description should contain contacts of a referee who could be contacted by the assessor (e.g. manager of the institution, colleague, volunteer).

This supporting documentation must span a period of at least two years (24 months in total – time spent in volunteer management positions at different organizations can be added up) or more years if time spent in volunteer management was less than 100 days.

The Assessor then assesses the applicant's experiences. The assessment of the application form will be based upon the learning outcomes of the Volunteer Manager Training and the Volunteer Manager Profile. The Assessor will check whether the applicant's experiences are equivalent to the learning outcomes of the training curriculum for volunteer managers. Points are given to each question. The point system was designed because of the different definitions and understandings in each country. At least 65% of the points should be reached in order to meet the requirements. The decision will result in one of the following outcomes:

• Determines whether an additional interview is needed for clarification
• Determines that the applicant's experience meets the requirement: can receive „Volunteer Manager" certificate or
• Determines that the applicant's experience falls short of the requirements in some respect. In this case the Assessor will provide feedback to the applicant on which elements should be refreshed (trainings, workshops for refreshing will be offered). The applicant can try again in 6 months. Should the applicant's experience be found to fall short of the requirements, the application will be kept on file.

All application results are communicated to the applicant via email.

Validated Volunteer Managers get a certificate from the Validation Body, and their names are published on the website of the certification site of the Validation Body (unless they request not to publish it). Certified volunteer managers enjoy a wide variety of benefits such as free access to the network of experts, free workshops, trainings, etc.

APPLICATION	• Fill in the online application form – Process of self-assessment
	• Add your relevant documents

ASSESSMENT	• Expert assesses your application form and additional documents
	• Expert decides on next step

RESULTS OF ASSESSMENT

ADDITIONAL INTERVIEW NEEDED	**RECEIVES VOLUNTEER MANAGER CERTIFICATE**	**REQUIREMENTS ARE NOT MET**
• New assessment based on additional information	• Certificate of Validated Volunteer Manager • Published on website	• Feedback on weak points • Some units should be refreshed • Try again in 6 months

No.	ACTIVITY	WHO DOES IT	HOW / METHOD	CONTENT
0	ONLINE PRE CLASSIFICATION	WEB BASED self-assessment	Answer to questions on eligibility	Basically Yes/No questions
1	APPLICATION	Applicant	Using an online application form - self assessment The tool is based upon the learning outcomes of the training curriculum	1. Personal data 2. What's your aim with the validation: do you need a „Volunteer Manager" certificate or obtain a release from training module 3. Questionnaire about the prior learning 4. Exercises helping to reveal gained competences 5. Evidence (documents, certifications, etc.) proving prior competencies, contacts of a referee who could be contacted by the assessor (e.g. manager of the institution, colleague, volunteer).
2	ASSESSMENT OF PRIOR EXPERIENCES	Expert of the Validation Body that issues the certification (assessor)	Assessment of direct knowledge by the following methods: test, practical exam, interview, competence portfolio, observation, simulation, professional interview, hearing, meeting	Not documented and not proved competencies should be tested. This is part of the online form to be filled either together with the expert or the assessor alone.

3	EVALUATION	Expert of the Validation Body that issues the certification (assessor)	Evaluation of the form: the results of the form should be matched with the learning outputs, or/and with the Volunteer Manager Profile	1.Checking the self-assessed questionnaire 2. Evaluation of the proofs 3. Evaluation of the results of the Prior Experiences' Assessment 4. Decision of the assessor: written report comprised of the decision of the assessor with the results of the assessment and suggestions for further improvement if and where needed.
4	NOTIFICATION ABOUT THE RESULTS	The Validation Body that issues the certification	Handing over the filled-in „Volunteer Manager" certification or issuing a document to obtain a release from certain training module.	1.Data of Volunteer Manager 2.Data of Validation Body 3.Basis of validation 4.Date of validation Online list of validated Volunteer Managers (special offers to the members: special trainings, workshops, conferences, exchange of knowledge for the certified persons)

DEFINITIONS

- A **volunteer manager** (sometimes called as a volunteer coordinator) is a person who manages all elements of the volunteer program either within his/her own organisation or on behalf of the organisation for which he/she is recruiting volunteers. The role involves assessing and meeting organisation's needs through the recruitment, placement and retention of volunteers. A Volunteer manager manages volunteers and their relationships with those they come into contact with, including employees and beneficiaries of an organisation. He/she also monitors, evaluates and rewards volunteers. Volunteer manager works across all sectors.

- **Formal learning,** normally delivered by trained teachers in a systematic intentional way within a school, academy/college/institute or university, is one of three forms of learning as defined by the OECD, the others being informal learning, which typically takes place naturally as part of some other activity, and non-formal learning, which includes everything else, such as sports instruction provided by non-trained educators.

- **Non-formal learning** is defined as the learning that takes place trough planned activities, such as in-company training, however may not result in a diploma.

- **Informal learning** is defined as the learning that takes place related to daily activities such as work, leisure and family activities. This form of learning is not planned and structured and takes place in an unconscious manner, such as the experience of taking care of a family.

- "Validation (**recognition of prior learning**) is a procedure in which knowledge, skills and competencies (ordinary expression of knowledge) obtained in a wide variety of learning environments are compared with previously defined references (i.e., with requirements of a particular qualification or training program) and recognize it in case of compliance , which will allow to acquire the particular qualification, or the previously acquired (brought) skills are counted into the requirements of fulfilment of a training program. " (Derényi-Tót 2011:9)

- **Validation body** is an independent body or organisation comprised of experts in the field of volunteering which evaluates the compliance of the applicant with previously settled requirements.

- The **competency** is the complex set of acquired knowledge, skills, abilities, behaviour approach, attitudes, which are all needed for completing a given task with good results. The criteria of the success consist of subjective and objective parts and are constantly changing value measures. A person can acquire competencies during volunteering both, by training or by doing the voluntary activity.

- The **voluntary activity** is an activity based on free will, done without compensation, and always carried out for the benefit of a third person (not family member) or group within the frame of an organization.

VALIDATION OF VOLUNTEER MANAGER EXPERIENCES - APPLICATION FORM

This form was designed to help you present your prior experiences as a volunteer manager. Before completing this application, please review the Guide to the Validation of Volunteer Managers which contains further important information. This form will be assessed on the basis of the learning outcomes of the volunteer manager training and the volunteer manager profile by a professional assessor. The Assessor will check whether your experiences are equivalent to the learning outcomes of the training curriculum for volunteer managers. During the whole questionnaire you are not limited to the space provided.

APPLICANT INFORMATION

FIRST AND LAST NAME:	
PRIMARY PHONE NUMBER:	
EMAIL:	
ADDRESS:	

Please write your working/volunteering positions you value as relevant for your experience in volunteer management:

Institution/organization	Position title	Time spent in position (months)	In this position, what proportion of your time is/was spent doing volunteer management

Have you ever attended volunteer management related training?

     NO

     YES

If yes, please fill in the table:

Title of the training	Name of the organizing institution	Type of the training (workshop, training, job shadowing, etc.)	Topics covered by the training	Final document of the training (certificate, diploma, etc.) please attach!	Length of the training (hours)	In which year did you attend the training

UNIT 1: Definitions, Principles and Challenges of Volunteering

1.1. Please list the key characteristics of volunteer work:

………………………………………………………………………………………………

………………………………………………………………………………………………

1.2. What are the main challenges of volunteering in your country on your opinion?

………………………………………………………………………………………………

………………………………………………………………………………………………

1.3. Please write 4 statements about how society benefits from volunteering and 4 benefits of volunteering for the volunteer itself:

Benefits for community/society

1………………………………………

2………………………………………

3………………………………………

4………………………………………

Benefits for the individual

1………………………………………

2………………………………………

3………………………………………

4………………………………………

UNIT 2: Rules and Regulations for Volunteering

2.1. Are you familiar with laws and regulations on volunteering?

    NO

    YES

If yes, please describe a case in which you are obliged to apply them:

…………………………………………………………………………………………………

…………………………………………………………………………………………………

2.2. Please mention 3 areas that are regulated by the law on volunteering!

    1………………………………………………………………………………………………

    2………………………………………………………………………………………………

    3………………………………………………………………………………………………

2.3. Have you ever had to develop and apply (written) contract/agreement between a volunteer and the organization according to the laws and regulations of your country?

    NO

    YES

If yes, please indicate in which context you gained experience:

    • during my education, please give details:…………………………………………..

    • during my professional life, please give an example:……………………………………

    • during my volunteer experiences, please give details about the context:……………

    • Other: Please describe:……………………………………………………………………..

2.4. Have you ever developed policies or regulations for a group of volunteers?

    NO

    YES

If yes, please specify the project in a few words!

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Please indicate in which context you gained experience:

• during my education, please give details:

• during my professional life, please give an example and duration

• during my volunteer experiences, please give details about the context

• Other: Please describe:………………………………………………………………………

UNIT 3: The Volunteer Manager

3.1. Please list the main tasks of a volunteer manager:

1.. 5..
2.. 6..
3.. 7..
4.. 8..

3.2. Please indicate the main personal values and characteristics you think are important in order to work with volunteers!

....

....

3.3. Please indicate methods or tools that you know or use to prevent burn-out!

....

....

UNIT 4: Management of the Working Relationships Involving Volunteers

4.1. Please list what has to be prepared or identified before involving volunteers in an organization!

....

....

4.2. Please describe the ways of communication between volunteers and employees / trustees / beneficiaries that you have used as a volunteer manager!

....

....

4.3. Please list at least 4 potential problems that might affect the productive working relationships between volunteers and employees / trustees / beneficiaries!

....

....

UNIT 5: Strategy and Planning of Volunteer Programs

5.1 Have you ever organized projects involving volunteers / Collaborated with managers of projects involving volunteers?

NO

YES

If yes, please fill in the following table for at least 4 projects:

Name of project	Aim of project	Length of project (days)	Target group of the project	Number of volunteers	Activities of volunteers	Your responsibilities

5.2 Please indicate in which of the following activities have you got experience and to what extent?

Activity	Indicate your experience on a scale from 0 to 5, where 0 stands for "not experienced", 1 for "at least 1 years' experience", 2 for "at least 2 years' experience" and 5 for "at least 5 years' experience"
Managing data connected to volunteering	
Reporting internally and externally about volunteering	
Ensuring the quality of volunteer activities and services provided by/with the support of volunteers	

Activity	Indicate your experience on a scale from 0 to 5, where 0 stands for "not experienced", 1 for "at least 1 years' experience", 2 for "at least 2 years' experience" and 5 for "at least 5 years' experience"
Participating in and/or facilitating the participation of volunteers in meetings	
Managing the flow of information among all parties involved in volunteering	
Managing the monitoring and evaluation of programs/projects involving volunteers	
Identifying, assessing and controling the health and safety risks related to the activity of volunteers	
Helping address problems affecting volunteering	

5.3. Have you ever developed a volunteering policy for a volunteer program?
        NO
        YES
If yes, please indicate in which context you gained experience:
………………………………………………………………………………………
………………………………………………………………………………………

5.4. Please indicate which areas are covered in a volunteering policy and why is it useful for an organization to prepare such a document.!
………………………………………………………………………………………
………………………………………………………………………………………

5.5. Have you got experience in identifying volunteer specifications/profile or preparing a volunteer job description for a proposed volunteer role?
        NO
        YES

If yes, please describe a concrete example:

………………………………………………………………………………………………

………………………………………………………………………………………………

5.6. Have you got experience in managing/ obtaining funding/budget for volunteer programs/projects?

  NO

  YES

If yes, please describe a concrete example:

………………………………………………………………………………………………

………………………………………………………………………………………………

5.7. What kind of various sources of funding can you think of for a volunteer project?

………………………………………………………………………………………………

………………………………………………………………………………………………

5.8. What tools do/did you use to record personal data on volunteers?

………………………………………………………………………………………………

………………………………………………………………………………………………

UNIT 6: Volunteer Recruitment

6.1. Have you got experience in promotion of volunteering to potential volunteers, including all potential media?

  NO

  YES

If yes, please describe the methods and tools you have used for promotion:

………………………………………………………………………………………………

………………………………………………………………………………………………

6.2. What would be the main questions of an interview with a potential volunteer?

………………………………………………………………………………………………

………………………………………………………………………………………………

6.3. Have you got experience in the selection and matching of volunteers?

  NO

  YES

If yes, please describe a relevant situation (when, for what reason, how)?

....

....

UNIT 7: Volunteer Orientation and Training

7.1. Have you got any experience in the induction of volunteers?

     NO

     YES

If yes, please describe a relevant situation (when, for what reason, how)?

....

....

7.2. Have you got experience in preparing a guidebook for volunteers?

     NO

     YES

What were the main points of the guide book?

....

....

7.3. Have you got any other relevant experience in training volunteers?

     NO

     YES

If yes, please describe!

....

....

UNIT 8: Volunteer Motivation, Retention and Recognition

8.1. Which tools and strategies for motivating volunteers or retaining the motivation of volunteers do you know/have you used?

....

....

8.2. What tools, methods and strategies do you use for the proper recognition of volunteers' activity,

achievements and contribution?

....

....

UNIT 9: Supervision and Support for Volunteers and Volunteer Managers

9.1. Please describe the methods and tools tha you provide for the support of volunteers (supervision, group meetings, one-on-one discussion, etc.)!

....

....

9.2. What methods, forums do you provide for volunteers to communicate about their problems and conflicts?

....

....

9.3. What do you do when a volunteer complains about the bad relationship he/she has with colleagues? Describe the process!

....

....

9.4. Please describe how do you check, measure the quality and the results of the work delivered by volunteers?

....

....

UNIT 10: Recognition of Competences Gained in Volunteering

10.1. Have you ever supported the development of volunteers' competences gained during volunteer activity?

        NO

        YES

If yes, please describe shortly the process/method of monitoring these competences, mentioning the competences monitored!

....
....

10.2. Have you ever enabled volunteers to make use of their skills gained through volunteering?
        NO
        YES
If yes, please describe a relevant situation (how, where):
....
....

10.3. How do you recognise volunteers in your organization, please list the tools and methods used:
        1...................................   4...................................
        2...................................   5...................................
        3...................................   6...................................

10.4. Please give at least 5 examples of how and where volunteers can use their competences and knowledge gained in volunteering outside their volunteer activity!
        1...................................   4...................................
        2...................................   5...................................
        3...................................   6...................................

UNIT 11: Volunteer Termination

11.1. Have you got any experience in interviewing volunteers when they leave the organization?
        NO
        YES
If yes, please list the main points of an exit interview with a volunteer who decided to leave!
        1...................................   4...................................
        2...................................   5...................................
        3...................................   6...................................

11.2. Please write down the process you would follow with a problematic volunteer who has to terminate volunteering!
....
....

UNIT 12: Evaluation and Monitoring of Volunteers and Volunteer Programs

12.1. Please list at least 4 key reasons why is it important to evaluate volunteers and their work!

    1………………………………   3………………………………….

    2………………………………   4………………………………

12.2. What kind of tools do / can you use for monitoring and evaluation of volunteers' activity? Please list them!

…………………………………………………………………………………………………

…………………………………………………………………………………………………

12.3. How do you measure the economic value of volunteering in your organization?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

UNIT 13: Employee Volunteering

13.1. Have you got any experience with employee volunteering?

    NO

    YES

If yes, please write down what kind of employee volunteering activities do/did you manage?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

13.2. Please list the main reasons/benefits for a company´s involvement in volunteering!

    1………………………………   4………………………………

    2………………………………   5………………………………

    3………………………………   6………………………………

13.3. Please write down the benefits and opportunities of employee volunteering for volunteer organizations!

…………………………………………………………………………………………………

…………………………………………………………………………………………………

UNIT 14: Youth Volunteering

14.1. Have you got any experience with youth volunteering?

     NO

     YES

If yes, please list the youth volunteering activities you have managed!

……………………………………………………………………………………………

……………………………………………………………………………………………

14.2. Please write down the specifics of youth volunteer management!

……………………………………………………………………………………………

……………………………………………………………………………………………

14.3. Please write down the benefits and opportunities of youth volunteering for young people!

……………………………………………………………………………………………

……………………………………………………………………………………………

UNIT 15: Quality Standards

15.1. Have you got any experience in applying / introducing quality standards for volunteer programs in an organization?

     NO

     YES

If yes, please explain the process of applying/introducing the standards!

……………………………………………………………………………………………

……………………………………………………………………………………………

15.2. What are the benefits for an organization to meet the quality standards for volunteer programs?

……………………………………………………………………………………………

……………………………………………………………………………………………

The following documentation must accompany an application to be considered complete:

1. A chronology including employment record with starting and finishing dates for each listed position. Include the month and year you began and ended each position. Functional resumes do not provide the required information.

2. Job descriptions detailing current and relevant jobs in Volunteer Management which make up at least two years of experience. The job description should contain contacts of a referee who could be contacted by the assessor (e.g. manager of the institution, colleague, volunteer). This supporting documentation must span a period of at least two years (24 months in total – time spent in volunteer management position at different organizations can be added up) or more years if the time spent in volunteer management was less than 100%.

DECLARATION

I hereby apply to have my experiences validated for the purpose of acquiring a Volunteer Manager certificate and meeting the defined requirements in the context of the validation process of volunteer managers.

I attest that all information in this form and in all the supporting documents are accurate and complete and fairly represent my experience.

I understand that it is a breach of the Validation Body's Rules to provide false or misleading information.

I understand that I may be contacted for further information if required by the Experience Assessment Committee and that I may be asked to provide a reference to verify information about my experience.

Date (day/month/year):

Signature: _____

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

WAKE-UP CALL: VOLUNTEER MANAGER ROLE!

Members of:

2016